

2017 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 2017 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 Alfonso Morales, who was appointed by the FPC upon the retirement of former Chief Edward Flynn after 10 years in the position. More detail on the activities of the MPD during 2017 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 2017, 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 and Committees

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 2017:



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.

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. 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. Commissioners DeVougas, Wilson and Cabrera served on the Committee on Complaints and Discipline in 2017. This committee has the authority to hear appeals of complaint dispositions resulting from citizen complaints. [On November 30, 2017](#) this committee heard the appeal of one such complaint and affirmed the Executive Director's finding that the allegations were not sustained. At that same meeting the committee discussed potential new complaint procedures for the FPC.

Committee on Policies and Standards

Commissioners McKenzie, Soler and DeVougas served on the Committee on Policies and Standards in 2017. This committee has oversight authority of the rules, Standard Operating Procedures, and policies governing MFD, MPD and the FPC. [On June 7, 2017](#) this committee met and reviewed the proposed MPD Employee-involved Domestic Violence Policy and reviewed the MPD policies and data related to traffic safety and vehicle pursuits. The report of this committee meeting was presented to the full board at the [regular meeting on June 15, 2017](#).

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. Commissioners Cabrera, Wilson and DeVougas served on the Research Committee in 2017.

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. Commissioners Cabrera and McKenzie as co-chairs, and Commissioners Hein and Soler served on the Committee on Testing and Recruiting in 2017.

[On February 2, 2017](#) this committee met to review a number of proposed changes to the [FPC rules](#). The committee discussed potential changes to Rule VI regarding Fire Cadet and Police Aide qualifications, a change to Rule VII which would require each chief to submit annual reports outlining anticipated staffing needs, a change to Rule VIII regarding candidate preference points and a change to Rule XI regarding Fire Cadet and Police Aide eligibility.

This committee report was presented to the full board at the [February 16, 2017 meeting](#) recommending approval of the proposed changes to Rule VI and recommending that the Executive Director submit amended language to Rule VIII and Rule XI. The proposed changes to Rule VI were approved unanimously at the February 16th meeting. [The request to amend Rule VIII](#) was submitted to the board at the [April 6, 2017 meeting](#) at which the motion to approve that change was approved unanimously.

Professional Staff

Daily FPC functions during 2017 were performed by a professional staff of fifteen 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.

In 2017 the FPC welcomed Paulina de Haan as Planning and Policy Director for Emergency Communications. The position was added to the FPC in the 2017 budget, effective January 1st, and the position's scope and authority was codified into the Milwaukee Code of Ordinances effective May 26th. The planning and policy director for emergency communications oversees and coordinates emergency communications of the city of Milwaukee, including but not limited to the citywide radio and 911 systems.

As of publication of this report the staff of the FPC consists of:

- Steven Fronk – Emergency Management & Homeland Security Director
- Clifton Crump – Operations Manager
- Paulina de Haan – Emergency Communications and Policy Director
- Jeffrey Harvey – Staffing Services Manager
- Jasmine Agrait – Office Assistant II
- Kisha Buford – Recruiter
- Jordan Dickerson – Community Education Assistant

- Iris Frazier – Program Assistant II
- Dave Gelting – Research & Policy Analyst
- Renee Keinert – Program Assistant III
- Cheryl Patané – Investigator/Auditor
- Rachel Stein – Human Resources Representative
- Niko Triggs – Paralegal
- Katrina Whittley – Human Resources Representative

The FPC also recognizes and appreciates the work of MaryNell Regan (Executive Director), Robert Copley (Paralegal), Jean Semenuk (Paralegal), Sue Bodden-Eichsteadt (Investigator/Auditor), Toni Vanderboom (Human Resources Representative), and La’Neka Horton (Human Resources Representative) during 2017.

Notable Events

Standard Operating Procedure: Employee-involved Domestic Violence

On June 7th of 2017 the Policy and Standards Committee met and heard testimony from numerous officials and community members regarding proposed changes to the Milwaukee Police Department [Standard Operating Procedure \(SOP\) 114 - Employee-involved Domestic Violence](#). The committee reported to the full board on June 15th their recommendation that the proposed replacement of the SOP be approved, and the board voted unanimously to approve the replacement of the SOP at the July 13th meeting. The new policy made improvements to the training, accountability and communication mechanisms within the department when dealing in case employees are involved in domestic violence incidents.

Collaborative Reform Initiative

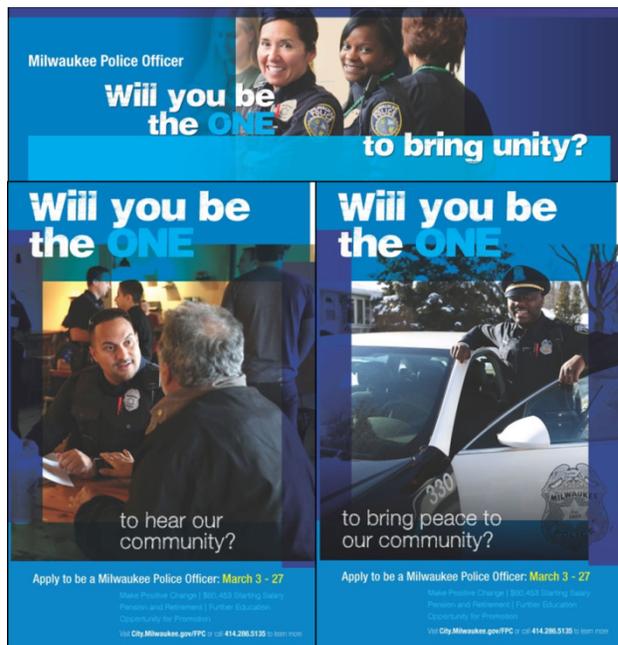
During 2017 the FPC played a significant role in moving the city forward in the wake of the termination of our Collaborative Reform partnership with the US Department of Justice (US DOJ). In November of 2015 MPD Chief Flynn had requested that MPD participate in the Collaborative Reform Initiative – Technical Assistance process and his request was granted. During 2016 the US DOJ performed their assessment of both the MPD and the FPC and held a public listening session to inform their work. In late 2016 and early 2017 drafts of the assessment report were created and discussed among the US DOJ team and the MPD and FPC administrations. In March of 2017, before a final draft was ever released by the US DOJ, Attorney General Sessions effectively eliminated the possibility of a final report ever being produced by directing his office to immediately review all department activities related to the collaborative review process. Because the US DOJ informed the city that draft versions of the assessment report are property of the US DOJ, release of the draft report to the public was not legally allowed. A draft of the assessment report was eventually leaked to and published by the Milwaukee Journal Sentinel in August of 2017.

In late 2017 the FPC worked to lay the groundwork for community conversations surrounding the 55 findings and 110 recommendations detailed in the draft version of the report. The FPC and MPD developed a response to each of the 110 recommendations, detailing the current operational status as it relates to each recommendation and any changes already being considered by each department. The FPC also began working on a [web portal](#) (launched in January of 2018), on which these responses could be organized for the public. This web portal also provides the public an opportunity to comment on each recommendation, creating a digital town-hall surrounding each topic.

During 2018 the FPC anticipates receiving a report from community groups outlining priorities for policies and practices to review.

Police Officer Recruitment

The FPC accepted applications for Police Officer positions from March 3 – 31 of 2017. In consideration of the national conversations surrounding the relationship between police and minority communities and the disproportionately low representation of racial minorities in the MPD, the FPC developed a recruiting campaign that aimed to bridge that divide. The theme of the campaign was “Will you be the one...” and it challenged community members to finish that sentence and consider how a career in the Police Department could impact the community. [The FPC produced a video for online distribution](#) titled “The Conversation”, which demonstrated the conversation a young man might have with his mentor while considering a career as a police officer. The FPC also created a [compilation of commonly held myths](#) about the police hiring process and provided informative responses to dispel inaccurate assumptions.



Firefighter Recruitment

In 2017 the FPC recruited for the position of Firefighter for the first time in over ten years. To maximize the effectiveness of the outreach to as many people as possible the FPC partnered with the Milwaukee Fire Department, Milwaukee Public Schools, The Milwaukee Urban League, WRTP/BIGSTEP, Employ Milwaukee and many community volunteers. Six focus groups were convened to help craft the marketing materials, and 12 information sessions and open houses were held to educate prospective applicants. The FPC and MPD also marketed the position online and devised an engaging social media campaign, including the production of [two short videos](#) highlighting the career and inviting people to

apply during the September 29th – October 13th 2017 application period. Over 3,700 people applied for the position.



Applicants were invited to attend 7 preparation sessions for the written test and over 1000 candidates took advantage of that opportunity. Continued outreach and engagement, including a text messaging campaign, resulted in an attendance rate of 85% of qualified applicants attending the written test (over 2000 candidates). Applicants whom passed the written test were invited to attend 20 interview preparation sessions held around the entire city, and over 1700 candidates ultimately participated in the interview process. Feedback from the applicants regarding the recruitment, preparation and testing processes was overwhelmingly positive.



Community Volunteer Raters

In response to often voiced requests from the community to allow for greater participation and transparency in the FPC hiring processes, the FPC developed a pilot “Community Rater” process to be used in the 2017-2018 Firefighter testing process. Candidates who pass the written test are invited to participate in a structured oral interview process where a panel of raters ask a standard series of questions and rate the candidate responses using a rubric. The FPC developed a process wherein community members were invited to volunteer to serve on these interview panels. After passing a background check and receiving training, a group of over 70 community raters participated in the interviews of hundreds of firefighter candidates. Feedback for the program has been overwhelmingly positive and the FPC hopes to build upon this program in future testing cycles.

Vehicle Pursuit Policy

There were substantial efforts to study and ultimately modify the MPD’s vehicle pursuit policy during 2017. The FPC had heard concerns from the community and from elected representatives regarding problems with mobile drug dealing and reckless driving, and these concerns culminated in an [April 7th letter](#) from Alderman Murphy to the FPC requesting that the body review the MPD vehicle pursuit policy. This request was followed by an [April 20th letter](#), signed by thirteen of the fifteen Milwaukee

Common Council members, echoing this request for the FPC to use its role in policy oversight for the MPD to study the vehicle pursuit policy and, if necessary, works to modify it. On May 10th the FPC released the [2016 Vehicle Pursuit Report](#) which, like reports from past years, provides a factual overview of the vehicle pursuits engaged in by the MPD during that year. This release was followed by the release of an [addendum to the report](#) detailing the FPC's first independent analysis of non-pursuit events (traffic stops in which the subject vehicle flees without the officer giving chase). These reports were presented to the board of commissioners at the [May 18th meeting](#), and at the following regular meeting it was announced that the Committee on Policies and Standards would discuss the vehicle pursuit policy during a [June 7th meeting](#).

The Committee on Policies and Standards heard testimony on the topic of the vehicle pursuit policy and also were given a presentation by MPD Chief Flynn detailing the historical development of and current context for the department policy. During this presentation and subsequent discussion Chief Flynn indicated that he would not consider any modifications to the policy that was then in place. On June 13th the FPC received [another letter](#), signed by 6 Common Council members, again urging amendment of the vehicle pursuit policy. Later that day, upon consideration of the facts of the debate, the board of commissioners decided that modifications to the policy were indeed necessary and a [directive](#) was issued to Chief Flynn to modify the policy and report back to the board any other actions taken or planned to address the increases in non-pursuit events.

At the [September 7th regular meeting](#) Chief Flynn presented the revised [Standard Operating Procedure](#) to the Board for approval and it was approved unanimously. Under this policy revision vehicular pursuit for reckless driving and drug dealing were specifically allowed for.

Employment Barrier Revisions

As the body with the responsibility of hiring all entry level police and fire personnel, the FPC is particularly concerned with ensuring that the most highly qualified candidates are accepted into the public safety professions while also ensuring that unnecessary barriers to entry are eliminated. One set of barriers identified by the FPC's Testing and Recruiting Committee during their [February 2nd meeting](#) were the minimum academic standards for the Police Aide and Fire Cadet positions. The FPC rules had not explicitly allowed for GED attainment or home school program completion to substitute for the requirement that candidates are high school graduates and the rules also required that candidates graduate with a cumulative GPA of 2.0. Considering the fact that these positions served as apprentice-style programs leading to careers as Police Officers or Firefighters and that there is no such minimum high school GPA requirement for those positions, in addition to the fact that there appeared to be no correlation between GPA and job performance, it was decided to remove the minimum GPA requirement and also allow for a wider range of alternative high school equivalency attainment.

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 all substantive changes to policy are placed on a regular meeting agenda for public comment and review by the full Board.

On July 27, 2017 [FPC Rule IV, Section 3](#) was amended to update and clarify the process for FPC review of department policies and procedures. This change to Rule IV, Section 3 is as follows (added text is marked with and underline and deleted text is marked with a strike-through):

The Board shall be provided with any modification of a standard operating procedure, standard operating instruction, standard operating guideline, or other directive affecting the policies and standards of the Fire or Police Departments, in writing at least ~~fifteen (15)~~ twenty (20) calendar days prior to its ~~anticipated~~ proposed effective date. A requested change, if not material, may go into effect with the approval of the Chair of the Board and the Executive Director; otherwise it shall go on the Board's Regular Agenda for approval. Material change is one that creates an issue of legal consequence or controversy, or creates a change in the meaning or language of a document other than a routine update, or acknowledges changes in state certification standards. Newly proposed standard operating procedures, standard operating instructions, standard operating guidelines, or other directives affecting the policies and standards of the Fire or Police Departments shall be placed on the Board's Regular Agenda for approval.

Table 1 lists all MPD Standard Operating Procedures (SOP's) which were reviewed and modified during 2017. Items listed more than once underwent more than one revision. [The MPD Code of Conduct and all MPD SOP can be viewed on the department website.](#)

Type of Change	Policy
Amendment	SOP 005 - Rank Structure of the Milwaukee Police Department
Amendment	SOP 045 - Physical Fitness
Amendment	SOP 060 - Animals
Amendment	SOP 070 - Citation Procedures
Amendment	SOP 080 - Family Medical Leave Act and Other Leaves
Amendment	SOP 082 - Training and Career Development
Amendment	SOP 090 - Prisoners and Booking
Amendment	SOP 112 - Sexual Assault
Amendment	SOP 113 - Crimes Against Children
Amendment	SOP 114 - Domestic Violence
Rescind and Recreate	SOP 114 - Domestic Violence
Amendment	SOP 130 - Foreign Nationals - Diplomatic Immunity - Immigration Enforcement
Amendment	SOP 130 - Foreign Nationals - Diplomatic Immunity - Immigration Enforcement
Amendment	SOP 140 - Juvenile Procedures
Amendment	SOP 150 - Court Procedures
Amendment	SOP 180 - Missing Persons
Amendment	SOP 210 - Communicable Diseases
Amendment	SOP 220 - Arrest Authority
Amendment	SOP 263 - Records Management
Amendment	SOP 265 - Open Records
Amendment	SOP 270 - Field Training and Evaluation Program
Amendment	SOP 300 - Directed Patrol Missions Saturation Patrols
Amendment	SOP 320 - Canines
Amendment	SOP 340 - Uniforms Equipment Appearance
Amendment	SOP 340 - Uniforms Equipment Appearance
Amendment	SOP 400 - Off-Duty, Extra-Duty, and Special Event Employment
Amendment	SOP 440 - Early Intervention Program
Amendment	SOP 455 - Critical Incident Review Board
Amendment	SOP 466 - Patrol Rifle
Amendment	SOP 467 - Electronic Control Device
Amendment	SOP 467 - Electronic Control Device
Amendment	SOP 520 - Equal Employment Opportunity Policy
Amendment	SOP 555 - Compensation and Overtime Procedures
Amendment	SOP 560 - Property
Amendment	SOP 560 - Property
Amendment	SOP 580 - Ride Along Program
Amendment	SOP 640 - Department Owned Vehicles and Property
Amendment	SOP 660 - Vehicle Pursuits and Emergency Vehicle Operations
Amendment	SOP 665 - Tire Deflation Devices
Amendment	SOP 670 - Bomb Threats, Suspicious Packages, Improvised Explosive Devices
Amendment	SOP 685 - Social Networking Sites
Amendment	SOP 720 - Search Assistance by Flight for Life Helicopter
Amendment	SOP 725 - Crime Scene Investigations
Amendment	SOP 730 - Mobile Digital Video Audio Recording Equipment
Amendment	SOP 740 - Forensic Evidence Collection
Amendment	SOP 740 - Forensic Evidence Collection
Creation	SOP 743 - National Integrated Ballistics Information Network Program
Amendment	SOP 770 - Drug Testing
Rescind and Recreate	SOP 860 - Civilian Member Grievance Procedure
Amendment	SOP 870 - Suspensions Official Discipline
Amendment	SOP 890 - Civil Litigation
Amendment	SOP 950 - Damage Claims
Amendment	SOP 975 - Confidential Informants and Sources of Information

Table 1: MPD policies reviewed and modified

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. Strong relationships with the Milwaukee community improve the effectiveness of every responsibility of the Commission: policy oversight, hiring and recruiting, citizen complaint investigation, disciplinary appeal, research and reporting. 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.

LISC presentation



The FPC was invited by the Local Initiatives Support Corporation (LISC) to present an overview of the commission at their September 19th meeting. The FPC Executive Director and staff provided the audience with a summary of the responsibilities of the FPC and highlights of the recent work of the commission and staff, followed by an informative question and answer period.

World Peace Celebration



The FPC participated in the World Peace Celebration in Sherman Park on August 26 and 27. The event was billed as a “celebration of what makes our city great -- the people, the parks, the food, the entertainment and the culture”. Activities included a sleepover in the park, live music, free haircuts, food vendors, horse rides, a job & resource fair and a dance competition. The event was also a fundraiser to collect school supplies for area youth, and in addition to the FPC, was sponsored by a dozens of community organizations and local businesses.



Lindsay St. Neighborhood Initiative



The Lindsay Heights neighborhood has an active neighborhood association, known best for the regularly occurring walks through the neighborhood that Trasus Wright began hosting in 2006. The group and the FPC hosted multiple events throughout 2017 in order to introduce the community members to the FPC and encourage dialog regarding public safety questions and issues



in the neighborhood. FPC Operations Manager Clifton Crump attended meetings as well as Commissioners DeVougas, Wilson and McKenzie. This initiative will hopefully continue and expand in the spring/summer 2018.

Community Pop-Up Event

The FPC was pleased to be invited by Alderman Stamper, the Running Rebels and other community partners to participate in a “community pop up event” on August 28th. This event provided another excellent opportunity for the FPC to dialog with community members; educating them on the work of the commission, answering questions, and listening to concerns and suggestions regarding Milwaukee’s Police and Fire departments.



PeppNation



PeppNation Sports Leadership Camp is a unique program promoting character development, physical conditioning, community development and academic achievement. The PeppNation mission statement calls for the organization “to provide the highest quality mentoring environment for youth and young adults, with the goal of creating well-rounded citizens who take their education and play to higher levels”. The FPC and MPD worked with The PeppNation founder, Brandon Culpepper, to integrate the police department into

the daily activities during their summer program for 2017. FPC staff participated in the program and dovetailed that involvement into the commission’s recruitment outreach for Police Aide and Fire Cadet positions.

Midnight Basketball

In 2017 the FPC continued an ongoing commitment, along with MPD, MPS and the Milwaukee Bucks, to sponsor and support the Midnight Basketball League. This program has a capacity for 8 teams and 140 players each season and is open to young men aged 17 – 25; holding practices and games two nights a week starting at 7:00 p.m. The league held three 10-week seasons during the spring, summer and fall of 2017 with 271 unduplicated registered players and over 100 players registered for each season. Participants in the league have access to a variety of enrichment programming connecting them to job opportunities and training, education opportunities and social support services.

Welcome to Bronzeville

The FPC, Boys and Girls Club, League of Martin and First Stage Theater afforded the opportunity for over 100 students to see the production of “Welcome to Bronzeville” in 2017. This theater production highlights the work and impact of the first African American police Sergeant on the MPD, Felmers Chaney, and centers around how the lead character in the play “Mike” experienced the growing pains of adolescence, but had a loving family and supportive extended neighborhood network – including Sgt. Chaney. On February 3rd the Zeidler Center facilitated a successful talk back session focused on the production with area youth and the MPD that illustrated how law enforcement and community members can both thrive with the assistance of the other.

[The FPC’s website](#) is updated frequently and contains information on all Board meetings, meeting minutes, 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 a review of the particular investigation and its outcome.

Research Reports

The FPC Research staff analyzes data from the public safety 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 reports on 2017 data 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 2017 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, MPD and MFD 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.

At the time of this publication completion of the 2017 report on Citizen Complaints is still in progress and will be published as soon as possible.

Analysis of 2017 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 and is one of the most comprehensive and long-standing reporting frameworks on police use of force in the country. 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.

Notable details of the [2017 report](#) include:

- There were 684 use of force incidents in 2017 which represents an increase of 4.6 percent from 2016 but a decrease of 23.6 percent from 2013.
- Approximately 22 percent of MPD sworn officers were involved in at least one use of force incident in 2017. Approximately 65 percent of these officers were involved in just one incident; approximately four percent were involved in five or more incidents.
- From 2013 to 2017, the number of use of force incidents declined in every police district except District 1. District 7 showed the largest decline in use of force incidents during these years.
- Since 2009, the use of a firearm has declined substantially. In 2009 there were 53 such incidents; in 2017 there were nine incidents. The decline is evident with incidents that involved a dog as well as incidents that involved a subject. In 2017, five of the nine firearm incidents involved shooting at a subject (2 fatalities); four of the nine incidents involved shooting at a dog (2 fatalities).

Analysis of 2017 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.

Notable details of [the 2017 report](#) include:

In 2017 the MPD engaged in 369 vehicle pursuits; this is the highest total number of vehicle pursuits since at least 2002. This was a 21% increase compared to 2016, and most of this increase was due to additional vehicle pursuits engaged in after the implementation of a change to the vehicle pursuit policy on September 22, 2017 which allowed for department members to pursue vehicles engaged in reckless driving or drug dealing. After the policy revision there was also a decrease in both the number of non-pursuit incidents and the overall percentage of vehicles fleeing from traffic stops.

The percentage of pursuits resulting in an accident has continued a ten year trend downward; in 2017 23% of pursuits resulted in an accident. Injuries resulting from pursuit reversed the upward trends seen during 2015 and 2016. In 2017 there were 4 pursuits resulting in Department employee injury (the same as 2016), 11 resulting in 3rd party injury (down from 21 in 2016), and 35 resulting in pursuit subject injury (down from 44 in 2016).

The number of pursuits reaching high speeds continues to be high; like 2016, almost half of all pursuits in 2017 reached speeds greater than 75 miles per hour. The age of pursuit subjects also continues to be low; like 2016, about half of all pursuit subjects were aged 18 or younger. The apprehension rate of vehicle pursuits continues to be lower than in past years; in 2017 the percentage of pursuits resulting in subject apprehension was 30.6% while in 2010 91.2% of pursuits resulted in subject apprehension.

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 imposed during 2017.

Milwaukee Fire Department

Table 2 details the disciplines issued by the Fire Chief during 2017. In addition to the suspensions listed in the table, the Chief terminated 7 Fire Cadets and one Firefighter in 2017.

Position	Number of Suspension Days					Grand Total
	1	2	3	5	10	
Fire Cadet	2					2
Fire Dispatcher				1		1
Fire Equipment Dispatcher	2		2			4
Fire Lieutenant				1		1
Fire Paramedic					1	1
Firefighter	3	2	1			6
Grand Total	7	2	3	2	1	15

Table 2: MFD disciplines

Milwaukee Police Department

Tables 3 and 4 detail the disciplines issued by the MPD in 2017 by position in 2017. The four member discharges resulted from a charge of behavior that could discredit the department, a charge of failure to be forthright or candid in connection with an inquiry or report, a charge of endangerment of safety by use of a dangerous weapon and a charge of forgery.

Position	Number of Suspension Days									Grand Total
	1	2	3	4	5	10	15	30	45	
Captain of Police		1	1							2
Detective					1					1
Emergency Communications Operator II							1			1
Police Officer	12	6	10	2	9	1	2	2	1	45
Police Sergeant	1									1
Police Lieutenant					2					2
Grand Total	13	7	11	2	12	1	3	2	1	52

Table 3 – MPD suspensions by position

	Demotion	Member Discharged	Reprimand - Official
Community Education Assistant			1
Emergency Communications Operator I			1
Police Officer		4	4
Police Sergeant			2
Police Lieutenant	1		
Grand Total	1	4	8

Table 4: MPD disciplines (other than suspensions)

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 Statute 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. Complete summaries of each hearing proceeding, can be found on the FPC's website at <http://city.milwaukee.gov/fpc/Meetings>.

[The FPC presided over one disciplinary appeal hearing in 2017.](#) The appeal of discipline imposed on Bradley M. Johnson and Brian Young by Chief of Police Edward A. Flynn was heard on December 19th and 20th of 2017. The Chief had found that Police Officers Johnson and Young failed to adhere to the department's citizen contact protocol in violation of Milwaukee Police Department Core Value 1.00, Competence, Guiding Principle 1.05, referencing Standard Operating Procedures regarding Citizen Contact, Field Interviews, Search and Seizure, Section 085.10, Contact Protocol. The Chief found that on April 20, 2016 Johnson and Young failed to identify themselves in compliance with the contact protocol as referenced in the Core Value, Guiding Principle, and Standard Operating Procedure when they initiated a field interview of Mr. James Beamon after seeing him walk in the roadway at North 9th Street and West Concordia Avenue. For this violation the Chief suspended Johnson and Young for fifteen (15) working days without pay. Johnson and Young appealed the Chiefs order to the Milwaukee Fire and Police Commission and the FPC upheld the Chief's disciplinary decision.

Hiring and Promotion

The FPC is a unique civilian 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 had been 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.

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 5 lists the classification reports and requests presented to the FPC during 2017. 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, and then click on the hyperlink within the report's agenda item.

Meeting Date (initial)	Description	Department	Action	Meeting Date (resolved)	Resolution
1/12/2017	Fire Paramedic Field Lieutenant to Fire Lieutenant	MFD	Approved	1/12/2017	Approved with finality
1/12/2017	Pay inequity in Inspector & Assistant Chief of Police	MPD	Approved	1/12/2017	Approved
2/2/2017	Study Office Assistant III for reclassification	MPD	Approved	2/2/2017	Approved to different title
2/2/2017	Classify new Program Assistant III position	MFD	Referred to DER	7/13/2017	Approved
2/16/2017	Reclassify 6 administrative support positions	MFD	Referred to DER	9/7/2017	Approved with different titles
2/16/2017	Emergency Communications Operator career ladder	MPD	Approved	2/16/2017	Approved
2/16/2017	Telecommunications Specialist pay study	MPD	Approved	2/16/2017	Approved to different title
2/16/2017	Telecommunications Supervisor pay study	MPD	Approved	2/16/2017	Approved to new pay range
3/16/2017	Study & market analysis of Administrative Fire Captain	MFD	Referred to DER		
3/16/2017	Study & market analysis of Administrative Fire Lieutenant	MFD	Referred to DER		
3/16/2017	Study & market analysis of Network Coordinator-Senior	MFD	Referred to DER		
3/16/2017	Study & market analysis of Database Specialists (2)	MFD	Referred to DER		
3/16/2017	Classify new Forensic Ballistics Specialist	MPD	Approved	3/16/2017	Approved
3/16/2017	Create incentives for Fire Equipment Dispatchers	MFD	Approved	3/16/2017	Approved
4/20/2017	Reclassify Police AV Specialist to Media Producer	MPD	DER already had report finished	4/20/2017	Approved
5/18/2017	Police Alarm Dispatcher to Emergency Communications Operator II	MPD	Approved	5/18/2017	Approved
9/7/2017	Document Examiner to Latent Print Examiner	MPD	Referred to DER	10/5/2017	Approved
10/5/2017	Classify Safety and Civil Coordinator	MPD	Approved	10/5/2017	Approved

Table 5: 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.

The FPC's recruiter, Kisha Buford, has implemented extremely effective outreach efforts to keep candidates engaged in the lengthy testing processes that are necessary for public safety positions. While for many jobs in the private sector a candidate might apply, be interviewed, and be hired within a matter of weeks, for public safety positions the process generally takes place over the course of many months. This extended timeframe often results in candidates dropping out of the applicant pool. Through the use of mass texting software programs and an active social media presence the FPC has been able to keep candidates engaged and informed.

In partnership with the MPD and MFD, the FPC's recruiter also organizes dozens of preparation sessions each year, allowing applicants to familiarize themselves with each stage of the testing process (written test, oral interview, physical readiness test) and prepare themselves to perform their best.

Recruiting Highlights

Police Officer

The FPC accepted applications for Police Officer positions from March 3 – 31 of 2017. In consideration of the national conversations surrounding the relationship between police and minority communities and the disproportionately low representation of racial minorities in the MPD, the FPC developed a recruiting campaign that aimed to bridge that divide. The theme of the campaign was "Will you be the one..." and it challenged community members to finish that sentence and consider how a career in the Police Department could impact the community. [The FPC produced a video for online distribution](#) titled "The Conversation", which demonstrated the conversation a young man might have with his mentor while considering a career as a police officer. The FPC also created a compilation of [commonly held myths about the police hiring process](#) and provided informative responses to dispel inaccurate assumptions.

Firefighter

In 2017 the FPC recruited for the position of Firefighter for the first time in over ten years. To maximize the effectiveness of the outreach to as many people as possible the FPC partnered with the Milwaukee Fire Department, Milwaukee Public Schools, The Milwaukee Urban League, WRTP/BIGSTEP, Employ Milwaukee and many community volunteers. Six focus groups were convened to help craft the marketing materials, and 12 information sessions and open houses were held to educate prospective applicants. The FPC and MPD also marketed the position online and devised an engaging social media campaign, including the production of two short videos highlighting the career and inviting people to apply during the September 29th – October 13th 2017 application period. Over 3,700 people applied for the position.

Applicants were invited to attend 7 preparation sessions for the written test and over 1000 candidates took advantage of that opportunity. Continued outreach and engagement, including a text messaging campaign, resulted in an attendance rate of 85% of qualified applicants attending the written test (over 2000 candidates). Applicants whom passed the written test were invited to attend 20 interview preparation sessions held around the entire city, and over 1700 candidates ultimately participated in the

interview process. Feedback from the applicants regarding the recruitment, preparation and testing processes was overwhelmingly positive.

Police Aide and Fire Cadet

The FPC recruits candidates each year for the apprenticeship positions of Police Aide and Fire Cadet. These positions are aimed at young people aged 17 – 20 years who wish to work towards a career as a firefighter or police officer. The FPC's recruiter attends dozens of events at area high schools and maintains an active social media presence while educating young people about these great opportunities.

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.

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 period for this position was open from September 2 through December 2 of 2016, and the applicants from that recruitment underwent testing during 2017. There were 446 applications received for Police Aide, of which 353 met the minimum qualifications and were invited to the written exam. The Police Aide written exam took place on January 5 – 7, 2017, with an additional session on January 28, 2017. Of the 162 candidates whom attended the written exam, 120 candidates passed the written exam and were invited to the oral interviews, which took place the week of February 20, 2017. Of the 104 candidates whom attended the oral interviews 98 passed, and of those 98 whom passed 55

Candidate feedback

"This has been the best application process I have ever gone through."

"All steps of the process have been communicated in great detail. Text messaging was very helpful. Sometimes my email service filters important emails to junk, the text messages prevented this."

"The oral and written test prep sessions were, also, really well done."

"Another part of the process I thought was smart was the weekend interviews. It gives all applicants a chance to attend an interview that best fits their schedule."

candidates submitted their personal history questionnaires by the deadline. These 55 candidates whom successfully completed all of the exam components were placed on an eligible list for the position.

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 period for this position was open from September 2 through December 2 of 2016, and the applicants from that recruitment underwent testing during 2017. There were 858 applications received for Fire Cadet, of which 756 met the minimum qualifications and were invited to the written exam. The Fire Cadet written exam took place on January 20 – 21, 2017. Of the 228 candidates whom attended the written exam, 206 candidates passed the written exam and were invited to the oral interview, taking place February 27 – March 1, 2017. All 179 candidates whom attended the oral interviews passed, and of those 179 whom passed 151 candidates submitted their personal history questionnaires by the deadline. These 151 candidates whom successfully completed all of the exam components were placed on an eligible list for the position.

Police Officer

Applications for the Police Officer position were accepted from March 3 through March 31, 2017. Minimum requirements for the position were that candidates had to be age 20 at the time of application (age 21 at time of hire), had to be a United States Citizen, and had a High School diploma or equivalent.

The FPC received 2,703 applications, with 67 disqualified for not meeting the minimum requirements. The remaining 2,636 candidates were invited to participate in the written exam, held on May 18th, 20th and 23rd, 2017 at the Wisconsin Center and the Milwaukee Safety Academy. In total, 1,699 candidates attended the written exam (62.9% engagement rate), and 100 candidates did not pass the written exam (resulting in a 94.1% pass rate).

The top 302 candidates of the remaining 1,599 candidates were invited to the second phase of the examination process: the Oral Board Panel Interview and Writing Sample Exercise (with the remaining candidates to be scheduled to the second phase at later dates). Of the 302 candidates invited (referred to as Group A), 264 attended the second phase in July of 2017 (87.4% attendance rate) and 60 did not pass the second phase (77.3% pass rate). The 204 candidates whom passed the second phase were required to submit a personal history questionnaire (PHQ) to the FPC in order to initiate their background check and 167 did so by the deadline (81.9% engagement rate). These 167 candidates were placed on an eligible list approved on September 7, 2017.

The next group of 304 candidates whom passed the written exam (referred to as Group B) was invited to attend the second phase of the examination process in October of 2017. Of the 304 invited in Group B, 209 attended the second phase (68.8% attendance rate) and 29 did not pass the second phase (86.1%

pass rate). Of the 180 candidates whom passed the second phase, 135 submitted their PHQ by the deadline and were amended to the eligible list on December 7, 2017.

Firefighter

Applications for the Firefighter position were accepted from September 22 through October 13, 2017. Minimum requirements for the position were that candidates be 18 years of age by application deadline, United States Citizens, possess a High School diploma or equivalent, and possess valid driver's license at time of the background investigation.

The FPC received 3,759 applications, with 74 disqualified for not meeting the minimum requirements. The remaining 3,706 candidates were invited to participate in the written exam, held over two days on November 14th and 15th, 2017 at the Wisconsin Center. In total, 2,083 attended the written test (56.2% engagement rate), and 75 candidates did not pass the written exam (resulting in a 96.4% pass rate). The remaining 2,008 candidates were invited to the oral board interviews, held from January 22nd – 28th, 2018.

Heavy Equipment Operator

The position of Heavy Equipment Operator (HEO) for the MFD is responsible for driving and controlling the various vehicles and equipment used by the MFD in their operations. Applications for this promotion were accepted from April 21, 2017 to May 19, 2017. In total, 29 applications were submitted and 7 applications were disqualified for not meeting the minimum requirements of the position. There were 21 candidates whom attended the written on June 8, 2017, all of which passed and were invited to the performance exam. The performance exam took place the week of July 17, 2017, wherein 7 people did not pass, resulting in an eligible list of 14 candidates.

Positions Exempt From Competitive Exam

Some positions in the Fire and Police Departments are exempt from competitive examination. These positions are generally filled through hiring processes administered by the City of Milwaukee Department of Employee Relations (DER), with some exceptions. Upon analysis of the exempt position candidates' qualifications an eligible list to the FPC for adoption. Table 6 details the Fire and Police Department positions exempt from competitive examination which were recruited for in 2017 and provides the dates in which applications were accepted.

Meeting Date	Department	Position	Application Open	Application Closed
1/12/2017	MPD	Chief of Staff	1/13/2017	1/30/2017
2/16/2017	MPD	Community Service Officer	2/17/2017	3/10/2017
4/20/2017	MPD	Emergency Communications Manager	4/21/2017	5/16/2017
7/27/2017	MPD	Data Communications Specialist	7/28/2017	8/18/2017
7/27/2017	MPD	Crime Analyst	7/28/2017	8/11/2017
10/5/2017	MPD	IT Support Specialist - Senior	10/6/2017	10/27/2017

Table 6: Positions recruited for - exempt from competitive exam

Eligible Lists

Table 7 lists each eligible list that was approved by the FPC board in 2017 and Table 8 lists each eligible lists which had an expiration date extension approved during 2017.

Meeting Date	Position	Department	Number of Names
1/12/2017	Police Fleet Supervisor	MPD	4
2/2/2017	Safety Division Manager	MPD	5
3/2/2017	Human Resources Administrator	MPD	10
3/16/2017	Amend Police Officer list	MPD	133
5/4/2017	Amend Fire Lieutenant list	MFD	1
6/1/2017	Fire Cadet	MFD	151
6/1/2017	Police Aide	MPD	55
6/1/2017	Building Maintenance Mechanic II	MPD	4
6/15/2017	Amend Fire Cadet list	MFD	2
7/13/2017	Emergency Communications Manager	MPD	7
7/13/2017	Fire Equipment Repairer II	MFD	3
7/13/2017	Custodial Worker II	MPD	87
7/27/2017	Amend Fire Cadet list	MFD	1
9/7/2017	Heavy Equipment Operator	MFD	14
9/7/2017	Police Officer	MPD	167
9/21/2017	Forensic Ballistics Specialist	MPD	18
10/19/2017	Information Services Manager	MPD	14
10/19/2017	Office Assistant II	MPD	48
11/16/2017	Emergency Vehicle Equipment Installer	MPD	7
12/7/2017	Amend Police Officer list	MPD	135

Table 7: Eligible Lists Approved

Meeting Date	Position	Department	Length of Extension
5/18/2017	Fire Equipment Dispatcher	MFD	1 year
6/1/2017	Police Lieutenant	MPD	1 year
11/2/2017	Detective	MPD	3 months
11/2/2017	Fire Captain	MFD	8 months
11/2/2017	Fire Lieutenant	MFD	8 months

Table 8: Eligible Lists Extended

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 board of commissioners may request to interview candidates before approving or denying their promotion or appointment, and the board also considers the employee's complaint and disciplinary records when making promotional decisions. The appointments and promotions for each Department during 2017 are detailed in Tables 9 - 12.

Position Promoted To	Number of Promotions
Administrative Assistant I	1
Administrative Assistant II	1
Captain of Police	5
Community Service Officer	4
Database Analyst	1
Detective	25
Electronic Technician Supervisor	1
Emergency Communications Operator II	9
Forensic Ballistics Specialist	1
Health and Safety Specialist	1
Human Resources Analyst - Senior	1
Identification Systems Specialist	1
Inspector of Police	1
Latent Print Examiner	3
Maintenance Technician I	1
Office Assistant III	7
Office Assistant IV	4
Police Lieutenant	21
Police Open Records Legal Advisor	1
Police Records Specialist I	1
Police Records Specialist II	4
Police Sergeant	37
Safety Division Manager	1
Grand Total	132

Table 9 – MPD promotions

Position Promoted To	Number of Promotions
Fire Captain	8
Fire Dispatch - Senior	3
Fire Dispatch Assistant Manager	1
Fire Dispatcher - Senior	5
Fire Lieutenant	27
Heavy Equipment Operator	7
Information Technology Support Specialist - Senior	2
Office Assistant IV	1
Grand Total	54

Table 10 – MFD promotions

Position Appointed To	Number of Appointments
Building Maintenance Mechanic II	1
Communication Systems Manager	1
Communications Facilities Coordinator	1
Community Service Officer	7
Crime Analyst	4
Database Analyst	1
Emergency Communications Manager	1
Emergency Communications Operator I	6
Emergency Communications Operator II	34
Fire Equipment Dispatcher	3
Health and Safety Officer	1
Helpdesk Specialist II	1
Human Resources Administrator	1
Maintenance Technician II	1
Office Assistant I	3
Office Assistant II	8
Office Assistant III	2
Police Aide	40
Police Fleet Supervisor	1
Police Officer	131
Police Open Records Legal Advisor	1
School Crossing Guard	22
Grand Total	271

Table 11 – MPD appointments

Position Appointed To	Number of Appointments
Fire Cadet	28
Fire Equipment Mechanic	3
Fire Equipment Repairer II	1
Firefighter	20
Office Assistant II	1
Personnel Payroll Assistant II	2
Program Assistant III	1
Grand Total	56

Table 12 – MFD appointments

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.

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.

Appendix A: MFD Sworn Position Profile

Position	Staffing Allotted	Staffing Assigned	Staffing Plus/Minus	ASIN	BLCK	CAUC	INDI	HS/LT	MALE	FEMALE	Grand Total
ADMIN FIRE CAPTAIN	1	1	0	0	0	1	0	0	1	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
ADMIN FIRE LIEUTENANT	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%	
ASSISTANT FIRE CHIEF	3	3	0	0	2	1	0	0	3	0	3
				0.0%	66.7%	33.3%	0.0%	0.0%	100.0%	0.0%	
BATTALION CHIEF	15	11	-4	0	2	9	0	0	11	0	11
				0.0%	18.2%	81.8%	0.0%	0.0%	100.0%	0.0%	
DEPUTY CHIEF FIRE	7	5	-2	0	0	5	0	0	5	0	5
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
FIRE CAPT INCIDENT SAFETY OFF	3	3	0	0	1	2	0	0	2	1	3
				0.0%	33.3%	66.7%	0.0%	0.0%	66.7%	33.3%	
FIRE CAPTAIN	47	47	0	0	7	39	0	1	46	1	47
				0.0%	14.9%	83.0%	0.0%	2.1%	97.9%	2.1%	
FIRE CHIEF	1	1	0	0	0	1	0	0	1	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
FIRE LIEUTENANT	148	147	-1	3	19	118	0	7	146	1	147
				2.0%	12.9%	80.3%	0.0%	4.8%	99.3%	0.7%	
FIRE PARAMEDIC	103	103	0	1	16	78	0	8	90	13	103
				1.0%	15.5%	75.7%	0.0%	7.8%	87.4%	12.6%	
FIREFIGHTER	260	249	-11	0	26	193	4	26	243	6	249
				0.0%	10.4%	77.5%	1.6%	10.4%	97.6%	2.4%	
HEAVY EQUIPMENT OPERATOR	144	130	-14	1	13	105	4	7	129	1	130
				0.8%	10.0%	80.8%	3.1%	5.4%	99.2%	0.8%	
VEHICLE OPERATIONS INSTRUCTOR	1	1	0	0	0	1	0	0	1	0	1
				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	1
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
Grand Total	735	702	-33	5	86	554	8	49	679	23	702
				0.7%	12.3%	78.9%	1.1%	7.0%	96.7%	3.3%	

Appendix B: MFD Non-Sworn Position Profile

Position	Staffing Allotted	Staffing Assigned	Staffing Plus/Minus	ASIN	BLCK	CAUC	INDI	HS/LT	MALE	FEMALE	Grand Total
ADMIN SERVICES COORDINATOR	1	1	0	0	0	1	0	0	0	1	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	1
				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	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	2
				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	1
				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	2
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
FIRE BLDG & EQUIP MAINT SPEC	2	2	0	0	0	2	0	0	2	0	2
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
FIRE CADET	52	46	-6	2	12	27	0	5	32	14	46
				4.3%	26.1%	58.7%	0.0%	10.9%	69.6%	30.4%	
FIRE DISPATCH ASSISTANT MGR	2	1	-1	0	0	1	0	0	1	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
FIRE DISPATCH MANAGER	1	1	0	0	0	1	0	0	0	1	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
FIRE DISPATCHER	18	18	0	0	2	15	0	1	7	11	18
				0.0%	11.1%	83.3%	0.0%	5.6%	38.9%	61.1%	
FIRE DISPATCHER - SENIOR	6	5	-1	0	1	3	0	1	1	4	5
				0.0%	20.0%	60.0%	0.0%	20.0%	20.0%	80.0%	
FIRE EQUIP COMPRESSED AIR TEC	1	1	0	0	0	0	0	1	1	0	1
				0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	
FIRE EQUIP MACHINIST	2	2	0	0	0	2	0	0	2	0	2
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
FIRE EQUIP REPAIRER I	2	2	0	0	0	1	0	1	2	0	2
				0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	
FIRE EQUIP REPAIRER II	1	1	0	0	0	0	1	0	1	0	1
				0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	
FIRE EQUIP REPAIRS MGR	1	1	0	0	0	1	0	0	1	0	1
				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	1
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
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%	0.0%	
FIRE FLEET & EQUIP MGR	1	1	0	0	0	1	0	0	1	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
FIRE INFORMATION TECH MANAGER	1	1	0	0	0	1	0	0	0	1	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	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
FIRE MECHANIC I	5	4	-1	0	1	2	0	1	4	0	4
				0.0%	25.0%	50.0%	0.0%	25.0%	100.0%	0.0%	
FIRE MECHANIC II	2	2	0	0	0	2	0	0	2	0	2
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
FIRE MECHANIC III	2	2	0	0	1	1	0	0	2	0	2
				0.0%	50.0%	50.0%	0.0%	0.0%	100.0%	0.0%	
FIRE MEDICAL OFFICER	1	1	0	0	0	1	0	0	1	0	1
				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	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	1
				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	2
				0.0%	50.0%	50.0%	0.0%	0.0%	100.0%	0.0%	
IT SUPPORT SPECIALIST - SENIOR	2	2	0	0	0	2	0	0	2	0	2
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
MEDIA SPECIALIST	1	1	0	0	0	1	0	0	0	1	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
NETWORK COORDINATOR - SENIOR	1	1	0	0	0	1	0	0	1	0	1
				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%	0.0%	
OFFICE ASSISTANT II	2	2	0	1	1	0	0	0	1	1	2
				50.0%	50.0%	0.0%	0.0%	0.0%	50.0%	50.0%	
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%	
OFFICE ASSISTANT IV	3	3	0	0	0	3	0	0	0	3	3
				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	1
				0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
OFFICE COORDINATOR II	1	1	0	0	0	1	0	0	0	1	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
PAINTER	1	1	0	0	0	1	0	0	1	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	
PERSONNEL PAYROLL ASST III	1	1	0	0	0	1	0	0	0	1	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
PROGRAM ASSISTANT II	1	1	0	0	0	1	0	0	0	1	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
PROGRAM ASSISTANT III	3	3	0	0	2	1	0	0	0	3	3
				0.0%	66.7%	33.3%	0.0%	0.0%	0.0%	100.0%	
Grand Total	133	122	-11	3	22	84	1	12	73	49	122
				2.5%	18.0%	68.9%	0.8%	9.8%	59.8%	40.2%	

Appendix C: 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	1	0	1	1	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	0	1	0	1	1
Inspector of Police	0	0	0	0	0	0	3	0	3	0	0	0	0	0	0	0	0	0	1	1	2	4	1	3	4	4	5
Captain of Police	1	0	1	0	0	0	3	1	4	6	0	6	0	0	0	0	0	0	4	5	9	14	6	11	16	20	20
Detective	5.0%	0.0%	5.0%	0.0%	0.0%	0.0%	15.0%	5.0%	20.0%	30.0%	0.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	25.0%	45.0%	70.0%	30.0%	55.0%	80.0%	80.0%	183
Forensic Investigator	0	0	0	0	0	0	1	1	2	2	3	5	0	0	0	0	0	0	14	5	19	17	9	7	12	26	26
Identification System Specialist	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	1	0	1	1
Police ID Supervisor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	2	0	2	2	2
Police Officer	16	5	21	27	3	30	172	57	229	165	31	196	1	0	1	1	0	1	749	115	864	1131	211	478	593	1342	1342
Police Sergeant	2	1	3	1	0	1	21	5	26	15	5	20	0	0	0	0	0	0	119	25	144	158	36	50	75	194	194
Police Lieutenant	2	0	2	1	1	2	13	3	16	1	2	3	0	0	0	0	1	1	37	7	44	53	14	23	30	67	67
Police Alarm Operator	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	0	0	0	0	1	1	0	2	1	2	2	2
Court Liaison Officer	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
Document Examiner	0	0	0	0	0	0	1	0	1	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	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2	2	2
Chief Latent Print Examiner	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
Latent Print Examiner	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	4	4	0	0	0	4	4
Grand Total	24	6	30	29	4	33	240	78	318	212	43	255	1	0	1	2	1	3	1037	176	1213	1545	308	640	816	1853	1853
	1.3%	0.3%	1.6%	1.6%	0.2%	1.8%	13.0%	4.2%	17.2%	11.4%	2.3%	13.8%	0.1%	0.0%	0.1%	0.1%	0.1%	0.2%	56.0%	9.5%	65.5%	83.4%	16.6%	34.5%	44.0%	100.0%	100.0%

Appendix D: 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	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	1	1	0	1	0	1	0	1	1
Accounting Assistant I	0	0	0	0	0	0	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2
Accounting Assistant II	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	2	1	2	2	2	
Administrative Assistant I	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	2	1	2	2	2	
Administrative Assistant II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	5	0	5	0	5	5	5	
Administrative Assistant IV	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	1	
Building Maintenance Mechanic II	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	4	4	0	4	5	0	1	5	
Community Education Assistant	0	0	0	0	1	1	0	25.0%	25.0%	0	25.0%	25.0%	25.0%	25.0%	50.0%	0	0	0	0	0	0	25.0%	75.0%	100.0%	100.0%	100.0%	100.0%	
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	
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	
Custodial Worker II	0	0	0	0	0	0	0	13	13	6	19	25	0	0	0	0	0	0	0	7	7	14	20	13	19	26	33	
Emergency Communications Operator I	0	0	0	0	1	1	1	27	28	1	7	8	0	0	0	0	0	0	0	5	25	21	30	7	60	37	67	
Emergency Communications Operator II	0	1	1	0	1	1	1	2	21	23	1	2	0	0	0	0	0	0	0	6	17	23	9	42	28	45	51	
Electronic Technician	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	5	0	5	6	0	1	6	
Emergency Vehicle Equipment Installer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3	3	0	0	0	3	
Forensic Ballistic 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	
Garage Attendant	0	0	0	0	0	0	0	3	3	0	3	3	0	0	0	0	0	0	0	2	0	2	5	0	3	3	5	
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	
Helpdesk Specialist I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	2	0	2	2	2	
Helpdesk Specialist II	0	0	0	0	0	0	0	3	2	5	0	0	0	0	0	0	0	0	0	2	0	2	5	2	5	7	7	
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	
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	
Maintenance 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	
Maintenance Technician II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	4	4	0	0	0	4	
Mail Processor	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	
Media Producer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2	2	0	0	0	2	
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	
Office Assistant II	1	0	1	0	0	0	0	1	7	8	0	3	3	0	0	0	0	0	0	1	9	10	3	19	12	21	22	
Office Assistant III *	4.5%	0.0%	4.5%	0.0%	0.0%	0.0%	4.5%	31.8%	36.4%	0.0%	13.6%	13.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	40.9%	13.6%	86.4%	54.5%	95.5%	100.0%		
Office Assistant IV	0	0	0	0	0	0	0	4	4	0	0	0	0	0	0	0	0	0	0	2	2	0	6	4	6	6	6	
Personnel Payroll Assistant II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	2	0	2	2	2	
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	
Police Aide	0	0	0	2	2	4	2	13	15	8	21	29	2	15	17	0	0	0	0	16	3	19	44	13	38	41	57	
Police District Office Assistant	0	2	2	0	1	1	0	8	8	0	8	8	0	2	2	0	0	0	0	28.1%	5.3%	33.3%	77.2%	22.8%	66.7%	71.9%	100.0%	
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	
Police Records Specialist II	0	0	0	0	0	0	0	1	4	5	0	1	1	0	0	0	0	0	0	1	1	2	2	6	6	7	8	
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	
Police Services Specialist **	0	0	0	0	0	0	0	1	1	0	1	1	0	0	0	0	0	0	0	5	0	5	7	0	2	2	7	
Police Services Specialist-Invest. ***	1	0	1	0	0	0	0	14.3%	0.0%	14.3%	14.3%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	71.4%	0.0%	71.4%	100.0%	0.0%	28.6%	28.6%	100.0%	
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	
Programmer Analyst	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
School Crossing Guard (Reg & Sub)	1	3	4	0	0	0	32	45	77	8	13	21	0	0	0	0	0	0	0	15	33	48	56	94	102	135	150	
School Crossing Guard Dispatcher	0	0	0	0	0	0	0	1	1	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	2	2	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	1	1	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	
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	
Grand Total	3	6	9	4	5	9	84	151	235	31	38	69	1	0	1	1	0	1	0	112	139	251	236	339	324	463	575	

* Office Assistant III includes 1 Transcriptionist III position
 ** Police Services Specialist = 18 half time authorized (2 full time + 6 half time = 10 positions)
 *** Police Services Specialist Investigator = 51 half time authorized (18 full time + 15 half time = 51 positions)
 (over by 8 half time positions authorized by Finance and Personnel Committee)

Appendix E: 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	
Building Maintenance Supervisor II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	4	4	0	0	0	0	4
Communications Facilities Coordinator	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	1
Communications Systems Manager	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	1
Crime and Intelligence Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	1	1	0	1	1	2
Database Analyst	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	1
Data Services Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	1
Electronic Technician Supervisor	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	1
Emergency Communications Manager	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	1
Health and Safety Officer	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
Health and Safety Specialist	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
Human Resources Administrator	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
Human Resources Analyst Senior	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
Human Resources Specialist	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
IT Support Specialist Senior	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	1	1	2	1	3	2	3	4	4
MPD Safety Division Manager	0	0	0	0	0	0	0	0	0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	25.0	50.0	25.0	75.0	50.0	75.0	75.0	100.0
Network Manager	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1
Office Supervisor II	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
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	0	0	0	0	0
Police Budget and Administrative Manager	0	0	0	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 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
Police Facilities Manager	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	1
Police Fleet Manager	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	1
Police Fleet Supervisor	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	1
Police Information Systems Director	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	1
Police Office Supervisor	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
Police Open Records Legal Advisor	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	1
Police Planning & Policy Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	1
Police Records Assistant Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	1
Police Records Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	1
Printing, Stores and Buildings Supervisor	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	1
Property Control Manager	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	1
Safety Specialist Senior	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
Sensitive Crimes Project Coordinator	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	1
Staff Assistant Senior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	1
Telecommunications Supervisor	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	1
Grand Total	1	1	2	0	0	0	0	10	10	0	0	0	1	1	0	0	0	0	20	9	29	21	21	13	22	42	42
	2.4%	2.4%	4.8%	0.0%	0.0%	0.0%	0.0%	23.8%	23.8%	0.0%	2.4%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	47.6%	21.4%	69.0%	50.0%	50.0%	31.0%	52.4%	100.0%	100.0%

Appendix F: Overall MPD Position Profile

	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
Department	28	13	41	33	9	42	324	239	563	243	82	325	2	0	2	3	1	4	1169	324	1493	1802	668	977	1301	2470
Grand Total	1.1%	0.5%	1.7%	1.3%	0.4%	1.7%	13.1%	9.7%	22.8%	9.8%	3.3%	13.2%	0.1%	0.0%	0.1%	0.1%	0.0%	0.2%	47.3%	13.1%	60.4%	73.0%	27.0%	39.6%	52.7%	100.0%

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2017 City of Milwaukee Fire and Police Commission Annual Report

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