

2016 FIRE AND POLICE COMMISSION CITIZEN COMPLAINT REPORT

MaryNell Regan, Executive Director



Introduction 2

Complaints submitted to the FPC 2

 Total FPC complaint volume 4

 Summary of FPC allegations and findings 4

 FPC investigation timetable 6

 Citizen Board Trials 7

 Citizen Board Review 7

Complaints submitted to the MPD 7

 Total MPD complaint volume 8

 Summary of MPD allegations and findings 9

 MPD investigation timetable 11

Complaints submitted to the MFD 12

Analysis 12

 Policy complaints 12

 Total combined complaints 13

 Rate of police complaints per citizen contact 13

 Employee and complainant demographics 14

 Complaint frequency per MPD employee 16

 2016 16

 2013-2016 Summary 17

Conclusion 19

 FPC changes its complaint process 19

 1. Notarization 19

 2. Language translation 19

 3. Online complaint submission 20

 Community engagement 20

 Future Goals 20

 Summary 21

Appendix 1 - Milwaukee Police Department Code of Conduct Core Values 23

Appendix 2 - Milwaukee Fire Department Code of Conduct Core Values and Guiding Principles 27

Introduction

As the citizen oversight authority for the City of Milwaukee Police Department (MPD) and Fire Department (MFD), a primary function of the Fire and Police Commission (FPC) is to provide the city with a process that transparently and fairly investigates citizen complaints. The FPC provides citizens with a system of investigation that is independent of the agency being investigated under the oversight of a diverse board of civilian commissioners and staff. In addition to investigating complaints made directly to the FPC, the FPC also audits complaint investigations made to the respective departments in order to help ensure citizen confidence in the process regardless of where they choose to file their complaint. This annual report is a summary of the complaints submitted directly to the FPC and of those independently investigated by the respective departments in the year 2016.

Complaints submitted to the FPC

Complaints submitted to the FPC are classified as either formal or informal. Informal complaints may be investigated as necessary, and often FPC investigators answer the citizen's questions such that the matter is able to be closed without proceeding to the formal stage. Informal complaints against a specific Fire or Police Department member are not recorded in an employee's record as a misconduct complaint, while formal complaints are recorded in an employee's record and receive a more thorough investigation. If a citizen calls the FPC office and reports a complaint, an informal case file is opened and an FPC investigator provides the citizen with the process for converting the complaint to formal status by sending him/her the appropriate documentation and/or directing the complainant to the FPC's online complaint portal. If a citizen submits a complaint form in paper or digitally a formal case file is opened immediately.

The FPC classifies complaint allegations into five general categories:

Unauthorized Use of Force: An allegation that an employee used excessive physical force or more force than was needed under the circumstances.

Discourtesy: Unnecessary, unprofessional, rude, profane, derogatory, inappropriate or belligerent language, actions or behavior by an employee.

Disparate Treatment: Language, conduct or behavior that is inappropriate, demeaning or derogatory concerning a person's race, religion, nationality, physical appearance, gender or sexual orientation.

Department Procedures: An unauthorized or inappropriate deviation from established department policies or procedures.

Department Services: An inappropriate, unnecessarily slow or insufficient response by the department employee to an incident, call for service or request for intervention.

Upon investigation the FPC will issue a finding for each allegation. The findings are categorized as:

Not Sustained: The investigation failed to produce a preponderance of evidence to either prove or disprove the allegation.

Unfounded: The allegation is false or not factual.

Exonerated: The allegation did occur but the actions of the employee were legal, justified, proper and/or in conformance with the law and the agency's policy and procedure.

Sustained: There is sufficient evidence to prove the allegation made in the complaint.

Complaint allegations may be dismissed and closed without a finding. There are a variety of circumstances which will warrant this action including but not limited to:

The complaint relates solely to the legitimacy of a criminal arrest or traffic citation. In these cases it is the jurisdiction of the judicial system to determine the legality or merit of the charges.

There is excessive delay in filing. This is especially important for matters which lack physical evidence and participants' memories of the event will be the primary evidence.

The complaint is grossly illogical, improbable, or clearly not made in good faith.

The complaint has already received thorough review. Occasionally complaints are received numerous times after already concluding an investigation.

The complaint is about a general department policy and not related to a specific incident or employee. The FPC complaint process is for the investigation of specific incidents of alleged misconduct.

Cases are sometimes resolved through a process called **rapid resolution**. Rapid resolution involves complaints of a general nature filed with the FPC and then forwarded to MFD or MPD for prompt solution. These complaints usually involve questions related to the conduct of a MFD or MPD employee that, on its face, do not appear to be a violation of a department rule. These complaints can include, but are not limited to, inquiries related to the quality of service provided by public safety employees, their actions or any questions that may be better answered by the department directly.

The Assistant Chief of MFD, the district or bureau Captain of MPD or the appropriate supervisor will directly contact the complainant in order to provide a "rapid resolution." This process gives the supervisor the opportunity to resolve any questions or concerns directly with the individual. The FPC also offers mediation as an alternative to the traditional complaint process. Mediation gives complainants an opportunity to address and resolve their concerns directly with the MFD or MPD employee, while allowing both parties the opportunity to learn from the open discussion and contribute to better community relations. If the citizen and employee agree to mediation, there will be no FPC citizen board trial and no disciplinary action will be taken against the employee. The FPC uses the Milwaukee Mediation Center as an independent mediator. The Milwaukee Mediation Center is a non-

profit community organization that promotes and provides mediation and other effective processes of conflict resolution and restorative justice.

Total FPC complaint volume

In 2016 there were a total of 236 citizen complaints filed with the FPC, 158 (67%) informally and 78 (33%) formally. At the time of this report there are 3 outstanding open complaints still in process of investigation. The total number of complaints received per year is displayed in Figure 1. The 236 total complaints received by the FPC during 2016 is 11% below the eight year average number of 266 complaints. The past four years have been relatively consistent in the number of complaints received: from 2013 to 2016 the average number of complaint cases is 239 with a standard deviation of 6, while from 2009 – 2012 the average number of complaint cases is 266 with a standard deviation of 43.

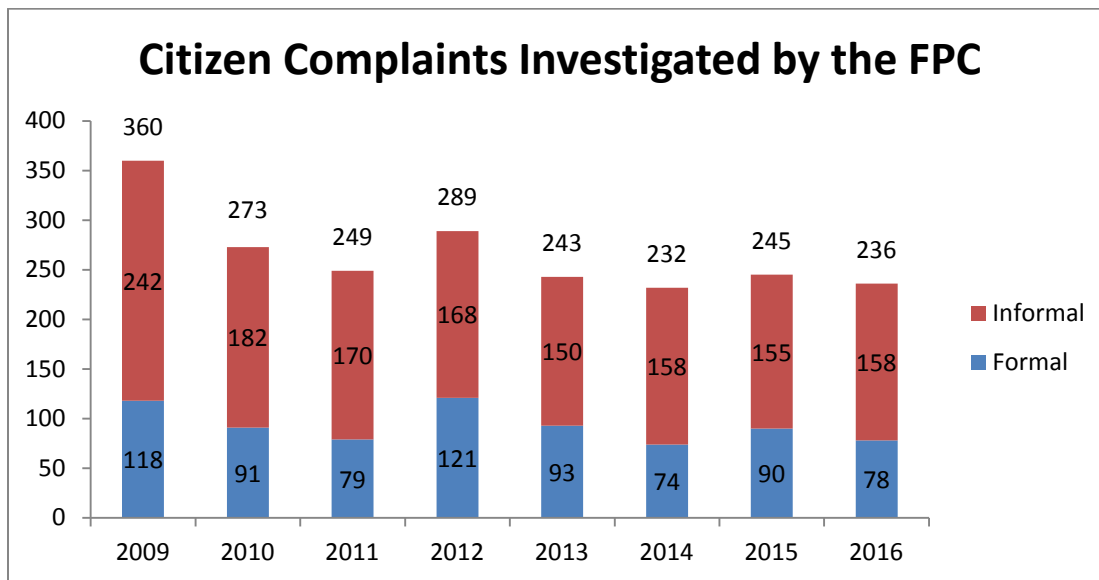


Figure 1

Summary of FPC allegations and findings

The 236 citizen complaints received in 2016 contained a total of 315 distinct allegations, 12 of which were not levied against City of Milwaukee fire or police personnel (and were thus not within the FPC's investigative jurisdiction). Of the remaining 303 allegations, a total of 176 (58%) of the allegations were cited in informal complaints and 127 allegations (42%) were cited in formal complaints. The findings of each allegation are summarized in Tables 1 and 2.¹ Note that an individual allegation may be levied against multiple employees; in those cases the allegation is counted multiple times (once for each employee-allegation combination).

¹ 7 allegations remain under investigation at the time of this writing and thus do not yet have a finding. An additional 3 allegations were already being investigated by the MPD's Internal Affairs Division and will be included in those totals later in this report.

		Allegation Disposition						Grand Total
		CLOSED	EXONERATED	RAPID RESOLUTION	SUSTAINED	UNFOUNDED	JURISDICTION TRANSFER	
Allegation Category	Department Procedures	13	1	14		1		29
	Department Services	25	1	57		1		84
	Discourtesy	11		15	1	1		28
	Disparate Treatment	2		3				5
	No Allegation	9		4		1	1	15
	Use of Force	10		2				12
	Grand Total	70	2	95	1	4	1	173

Table 1 – Informal allegations investigated by the FPC

		Allegation Disposition								Grand Total	
		CLOSED	EXONERATED	RAPID RESOLUTION	MEDIATION	MEMBER RETIRED - INVESTIGATION PENDING	NOT SUSTAINED	SUSTAINED	UNFOUNDED		COMPLAINT WITHDRAWN
Allegation Category	Department Procedures	9	4	2		1	17	7	8		48
	Department Services	3	5	5			19	2	5		39
	Discourtesy			1	1		9	1	2		14
	Disparate Treatment	1					1		2	1	5
	No Allegation	3	1								4
	Use of Force		2				8				10
	Grand Total	16	12	8	1	1	54	10	17	1	120

Table 2 – Formal allegations investigated by the FPC

Of the closed informal allegations which involved MPD or MFD personnel, 70 (40%) were classified as closed files because no subsequent formal complaint was provided and the complaint was not deemed possible for further investigation or rapid resolution without more information. Ninety-five allegations (55%) were resolved through the rapid-resolution process, 2 (1%) were determined to have no rule violation, 4 (2%) were unfounded and 1 was sustained. The most frequent misconduct alleged in informal complaints was in regards to department services (84 allegations, 49%). Twenty-nine allegations (17%) were in regards to department procedures, 28 allegations (16%) were in response to discourtesy, 15 (9%) were deemed to have no allegation at all, 12 (7%) alleged use of force misconduct, and 5 (3%) were in regards to disparate treatment.

Of the 120 closed formal allegations investigated in 2016, 54 (45%) were not sustained. Seventeen (14%) allegations were proven to be unfounded and 15 (14%) were deemed to be inappropriate for further investigation and were closed. Twelve allegations (10%) resulted in exoneration, 10 (8%) were sustained, 8 (7%) were resolved via the rapid resolution process, a there was 1 allegation (1%) resulting in each of the following actions: complaint withdrawn, mediation and member retirement.

For the 11 allegations which were sustained, all involved Milwaukee Police personnel. One was an informal allegation of discourtesy resulting in a policy review with the member, one was a formal allegation of discourtesy resulting in member counseling, two were formal allegations regarding department services resulting in member counseling, and seven were formal allegations regarding department procedures resulting in member counseling and policy review.

For one formal allegation regarding department procedures the investigation was halted because the member retired during the investigation. For another formal allegation regarding department procedures the allegation was classified by the FPC as closed because the member already had an internally generated investigation for the same allegation in the MPD Internal Affairs Division. That internal investigation resulted in a 3-day suspension for the member.

FPC investigation timetable

The speed at which formal complaints were resolved in 2016 is summarized in Figure 2 - a histogram depicting the number of calendar days to close a complaint versus the number of cases resolved in each time period. Each bin of the histogram represents 7 days. Ten (13%) formal complaints were resolved by the FPC within 7 days and 28 (37%) were resolved within four weeks. The average number of days it took to resolve a formal complaint was 68 while the median number of days was 39.

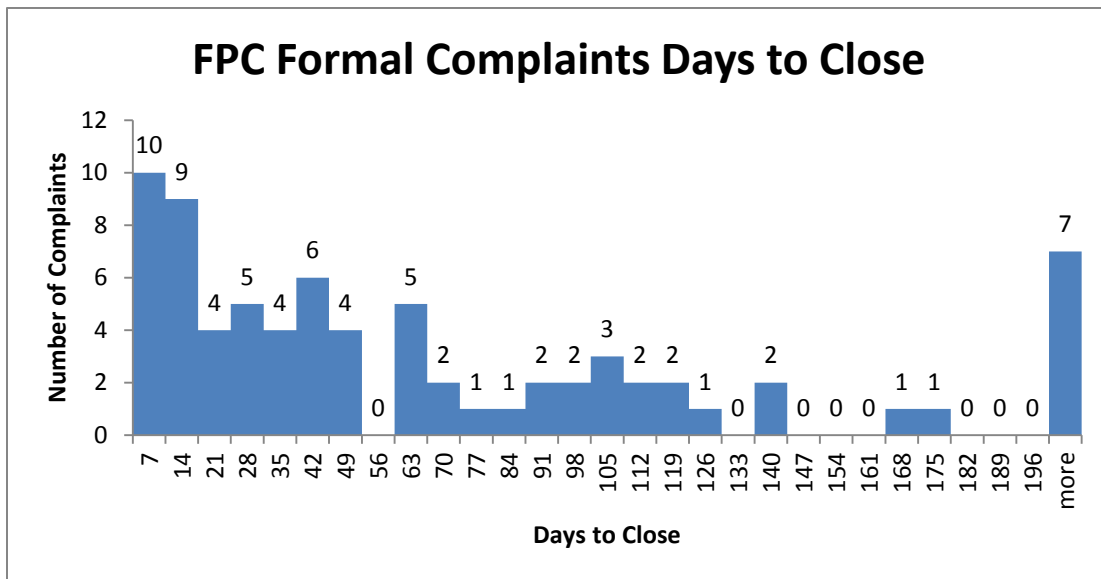


Figure 2

Citizen Board Trials

The FPC Executive Director, upon receipt of the results of a completed citizen complaint investigation, has the discretion to refer the complaint for resolution by citizen board trial. The citizen board trial is a quasi-judicial process in which witnesses are sworn, testimony is taken, and evidence is presented. Each party may question the other, call witnesses, present exhibits, and testify. The citizen board, composed of FPC Commissioners, reviews the evidence and ultimately makes its findings and final decision. The trial procedures are detailed in [Fire and Police Commission Rule XVI](#). All trials are open to the public.

At the determination of the Executive Director, the trial may be conducted by a hearing examiner alone or a hearing examiner may assist the board in carrying out this duty. If the trial is conducted by a hearing examiner, the FPC Board will convene in closed session to review the record and make the final determination and may adopt or modify, in whole or in part, the proposed findings and recommendations of the Hearing Examiner. Upon request by the complainant, the Board or Hearing Examiner may allow a complainant to be represented by an advocate for any part of the proceedings. If the Board sustains a finding of one or more rule violations, evidence may then be received regarding the member's character, work record, and the impact of the misconduct on the complainant, department, and community. The Board may deliberate in closed session in order to determine whether the good of the service requires that the appellant be permanently discharged, suspended without pay, demoted to a lower rank, or participate in policy training.

Citizen Board Review

If a complainant is not satisfied with a complaint disposition as determined by the Executive Director they may request that the Board review the investigation and disposition. There were 2 citizen complaints reviewed by the Board during 2016 At the January 21st and December 15th meetings of the FPC, the Board twice unanimously sustained the FPC Executive Director's decision to dismiss the complaint.

Complaints submitted to the MPD

Though the FPC, as an oversight authority, has an independent process for receiving and investigating citizen complaints regarding the Milwaukee Fire and Police Departments, each department may also receive and investigate citizen complaints directly filed with them. To ensure satisfaction regardless of where a person wishes to file their complaint, FPC Rule XV, Section 6 stipulates that the FPC Executive Director shall review a complaint investigation when a citizen is dissatisfied with the outcome of an investigation that has been completed by the Police or Fire Department.

Complainants who wish to file a complaint directly with the MPD may do so at any police district station, bureau, or division. A complainant may also call the department and ask for a supervisor to meet with them or call the MPD Internal Affairs Division directly at (414)-935-7942. A complaint submitted to the MPD may be submitted by the aggrieved citizen themselves, by an attorney representing the aggrieved citizen, by the parent or guardian of a minor child, or by a translator representing a non-English speaking complainant.

In most cases, when a complaint is filed, a narrative of the complaint will be written by a supervisory officer on the Citizen Complaint Form. The citizen or agent will sign the Citizen Complaint Form, the form will be notarized, and a copy will be provided. However, if more convenient for the citizen, the Citizen Complaint Form can be completed at a later time, and returned to the Milwaukee Police Department.

When a complaint is submitted directly to the MPD (rather than the FPC) it is evaluated by the commanding officer of the Internal Affairs Division (IAD) in order to determine who will investigate the complaint. Serious allegations will be investigated by sergeants in the IAD, while other complaints (such as civility complaints, for example) may be sent to the member's commanding officer to investigate. If it is a criminal allegation, it will go to the special investigation section of the MPD; and upon the conclusion of their investigation, it will be presented to the Assistant District Attorney (ADA) who will decide whether to issue charges. Complaints investigated at the district level are reviewed by the captain and the commanding officer of the IAD in order to ensure nothing was missed and to determine the disposition of the investigation. Any discipline imposed beyond a district level reprimand is written up as a charge and is submitted to the Assistant Chiefs and Chief of Police for review and determination of the appropriate discipline to impose.

Total MPD complaint volume

In 2016 there were 153 citizen complaints submitted directly to the MPD. While the FPC records and classifies verbal complaints as informal until written filing criteria are met, no such distinction is made in the MPD; thus all complaints detailed in this measure been formally processed by MPD staff. The 153 complaints in 2016 represent a 23% increase in MPD investigated complaints compared to 2015 but is 45% below the ten year average number of complaints (277).

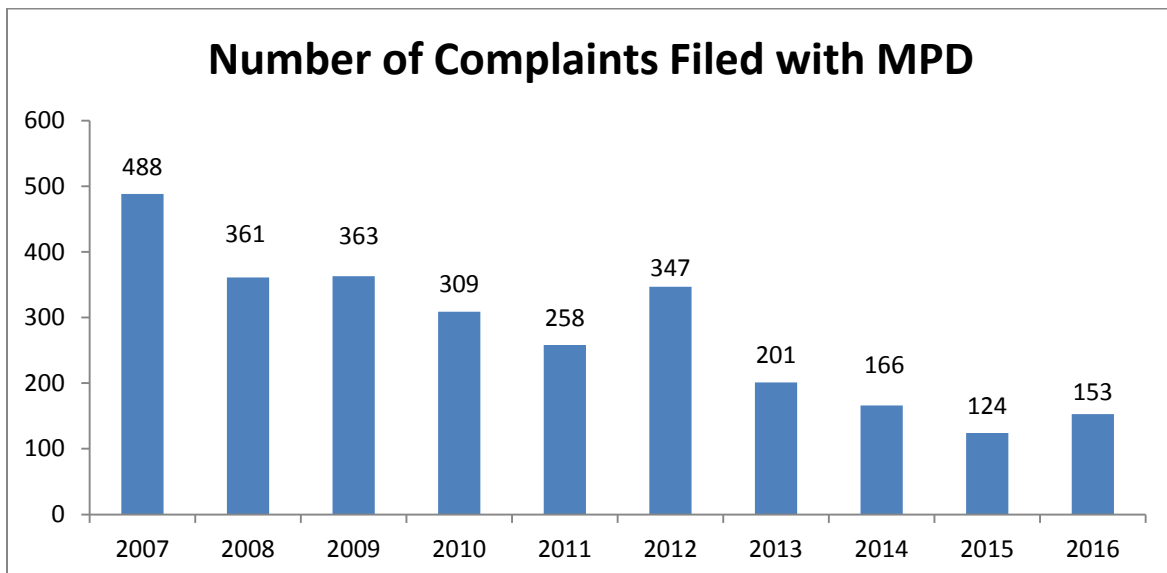


Figure 3

Summary of MPD allegations and findings

The 153 citizen complaints received by the MPD in 2016 contained a total of 294 distinct allegations against 191 named police personnel, 3 allegations against non-employees, and 17 allegations against unknown employees. Allegations investigated by the MPD are classified differently than those investigated by the FPC: the FPC uses general descriptive categories to define an allegation (see Tables 1 and 2) while the MPD uses specific item categories within its Code of Conduct (see [Appendix 1](#)). Table 3 summarizes the final dispositions for each code of conduct allegation investigated by the MPD against known employees.

The most common Code of Conduct complaint allegation categories in 2016 were

- Competence, 1.05 (72 allegations, 24%)
- Competence, 1.04 (49 allegations, 17%)
- Respect, 5.01 (48 allegations, 16%)
- Integrity, 3.03 (37 allegations, 13%)

There were no allegations categorized under the Code of Conduct categories of 2.00 - Courage and 4.00 - Leadership. One hundred two of the citizen complaint allegations investigated by the MPD in 2016 were not sustained (35%). Fifty five (19%) were determined to have no Code of Conduct violation, 45 (15%) resulted in policy review with the member, and 27 (9%) were sustained allegations.

It should be noted that when an investigation finding in this setting is listed as “policy review” it does not indicate that the allegation was proven to be true or false. It indicates that, regardless of the veracity of the allegation, the most reasonable way to address the allegation was determined to be a review of department policy with the member named in the complaint. Policy review may also be the end result action upon a finding of “sustained” at the conclusion of an investigation. In these cases the IAD sustained the allegation, the member was charged, and upon review of the charge the Chief felt the appropriate action was policy review.

		Allegation Disposition															
Code of Conduct Category		EXONERATED	FILED - INFORMATION ONLY	FILED - PENDING ADDITIONAL INFORMATION	MEDIATION	MEMBER COUNSELED	MEMBER RESIGNED	MEMBER RETIRED - CHARGES PENDING	No Code of Conduct Violation	NOT SUSTAINED	POLICY REVIEW	REMEDIAL TRAINING	RESIGNED - CHARGES PENDING	RESOLVED AT DISTRICT LEVEL	SUSTAINED	UNFOUNDED	Grand Total
		Competence, 1.00												1			
Competence, 1.02						4				1							5
Competence, 1.03						1			3	5							9
Competence, 1.04			1				2	17	17	5			1	1	3	2	49
Competence, 1.05			2					8	11	29	12				10		72
Integrity, 3.00		1															1
Integrity, 3.01									2	1					3	1	7
Integrity, 3.03	5							18	12							2	37
Integrity, 3.04															1		1
Integrity, 3.05		1	7				1	4	9						4	4	30
Integrity, 3.06									2	1					2		5
Integrity, 3.10												1				2	3
Integrity, 3.11								2	1							1	4
Respect, 5.00									1					1			2
Respect, 5.01			1	1				3	25	9		1	5	3			48
Respect, 5.02									4								4
Restraint, 6.00									1		2						3
Restraint, 6.01									11			1		1			13
Grand Total		5	2	11	1	5	2	1	55	102	45	15	4	7	27	12	294

Table 3 – Allegations investigated by the MPD

Code of Conduct Category	COUNSELING	MEMBER DISCHARGED	MEMBER RESIGNED/RETIRED	REPRIMAND - DISTRICT LEVEL	REPRIMAND - OFFICIAL	SUSPENSION	Grand Total
	Competence, 1.04				3		
Competence, 1.05			1	3		6	10
Integrity, 3.01	1	2					3
Integrity, 3.04						1	1
Integrity, 3.05		2		1	1		4
Integrity, 3.06				2			2
Respect, 5.01			1	2			3
Restraint, 6.01						1	1
Grand Total	1	4	2	11	1	8	27

Table 4 – Action taken by MPD after sustained allegations

Table 4 shows the actions taken in response to the 27 allegations sustained after MPD investigation in 2016. There were 11 district level reprimands issued, 7 one-day suspensions were issued, 1 five-day suspension was issued, 4 allegations resulted in the discharge of 2 department members (each member had 2 sustained allegations which had member discharge as the resultant action), one allegation resulted in an official reprimand, one allegation resulted in member counseling, and 2 members retired or resigned before an action was assigned.

MPD investigation timetable

The speed at which complaints submitted to the MPD were resolved in 2016 is summarized in Figure 4 - a histogram depicting the number of calendar days to close a complaint versus the number of cases resolved in each time period. Each bin of the histogram represents 7 days. Six (4%) of the complaints were resolved by the MPD within 7 days and 25 (17%) were resolved within four weeks. The average number of days it took the MPD to resolve a complaint was 105 while the median number of days was 90.

Note that investigations of complaints by MPD have a number of restrictions based on processes and timelines related to department policy, union contracts and state statutes. For instance, any investigation requiring the IAD to interview an involved member (the vast majority of investigations) requires that the interview be scheduled 7 days out from the original request date. This requirement makes it impossible to conclude some investigations in less than 7 days. Another factor that impacts the timeline of complaints are complaints in which allegations are sustained or criminal complaints; in that situation the complaint is not closed until the discipline has been served on the member. This often leads the complaint to remain open for weeks or months after the actual investigation is complete.

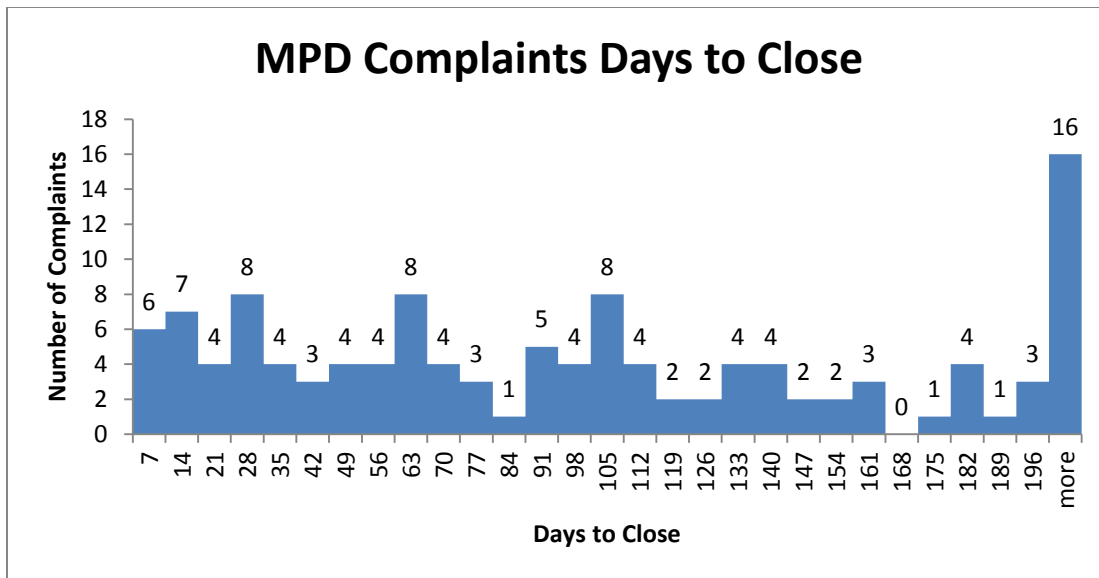


Figure 4

Complaints submitted to the MFD

The Milwaukee Fire Department (MFD), like the Milwaukee Police Department, can accept and investigate citizen complaints independent of the Fire and Police Commission. Citizens may contact the MFD by telephone or in person, and staff will record the complaint which will be directed to the Assistant Chief of Support for investigation.

Because historically there has been a very low number of citizen complaints submitted directly to the MFD, the department had not developed a formal recording mechanism to track the details of each complaint. However, beginning in January of 2017 the MFD implemented a formal tracking mechanism for formal complaints involving the MFD. Future FPC citizen complaint reports will include an analysis of this data.

Analysis

Policy complaints

The citizen complaint process administered by the FPC is designed for complaints against Fire or Police Department employees for rule violations and/or misconduct. While the majority of complaints submitted to the FPC are indeed clearly complaints of this type, analysis of the complaints received by the FPC in 2016 indicates that a significant number of complaints could be better classified as general complaints about policy rather than specific complaints against particular employees. Forty-nine of the 236 total complaints (21%) received by the FPC in 2016 could reasonably be classified in this manner.

Of those 49 complaints regarding general policy, 14 (29%) were complaints classified under Department Services regarding response time. Most of these complaints were resolved via the rapid resolution

process, allowing the complainant to communicate directly with a department member about their concern. Generally, in instances in which a complainant is concerned with response time there was no rule violation by any employee; instead the situation at the time was such that the limited resources available to the department were expended in higher priority situations.

Total combined complaints

The total number of complaints recorded for the Fire Department and each Police District are outlined in Figure 5. These totals combine formal complaints received and investigated by the FPC with those received and investigated by MPD.² In addition to the Police District (D1, D2, etc.) and MFD categories listed in Figure 5, there is also a category called “MPD General”: this category is for complaints which do not clearly refer to a specific known Police District. The three year per-police-district per-year average number of complaints is 26.7 with a standard deviation of 9.1. In 2016 Districts 5, 3 and 7 had the highest number of complaints with 42, 40 and 37 respectively. District 6 had the lowest number of complaints with 18.

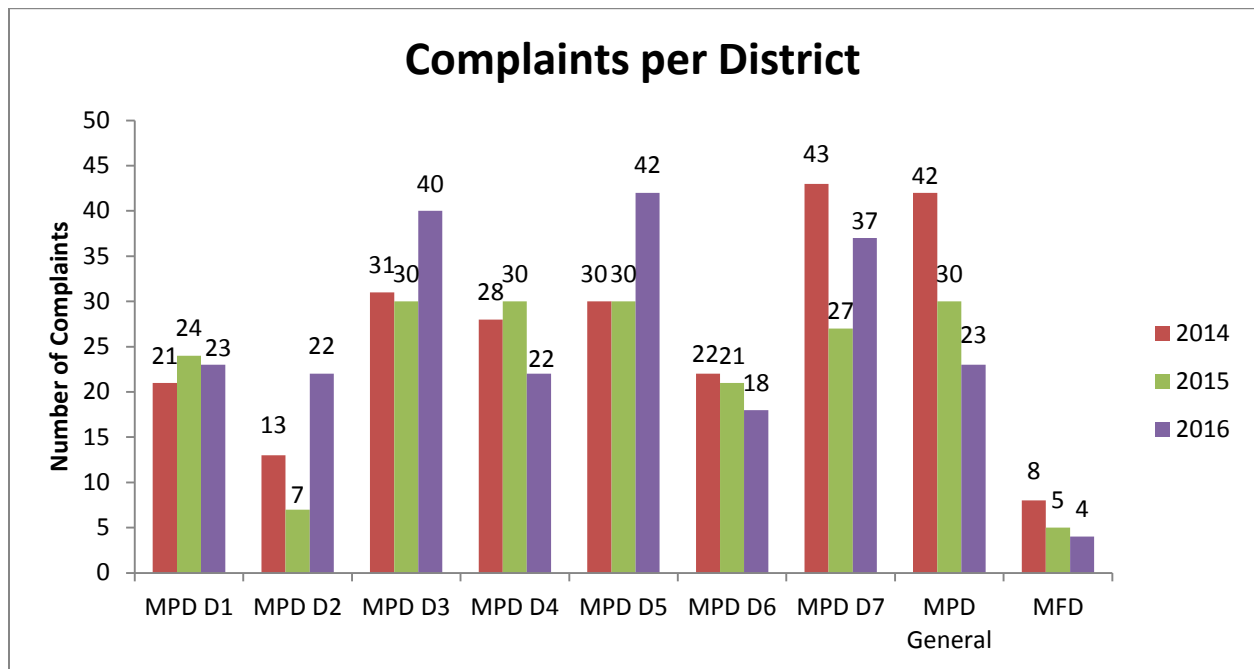


Figure 5

Rate of police complaints per citizen contact

Complaint volume in context of the number of police-citizen contacts in 2016 is outlined in Table 5. Note that the total number of FPC formal complaints in this measure is less than the overall total; this is because only MPD-related complaints are included here. The 2016 rate of 2.03 formal complaints per 1000 police-citizen contacts is double the rate of 1.01 in 2015 but 40% lower than the rate of 3.36 in

² The MFD also occasionally receives citizen complaints directly and has investigated them on a case-by-case basis. This process is under review and future report cycles will include a more detailed summary of the MFD’s citizen complaint activity.

2009 (see Figure 6). In 2016 Police District 4 had the highest rate of formal complaints (6.84 per 1000 contacts) while Police District 6 had the lowest (0.64 per 1000 contacts).

	Field Interviews	Traffic Stops	Total Police-Citizen Contacts	Formal FPC Citizen Complaints	MPD Citizen Complaints	Total Citizen Complaints	Formal Citizen Complaints per 1000 contacts
District 1	4,154	1,756	5,910	12	11	23	3.89
District 2	5,636	2,160	7,796	3	19	22	2.82
District 3	5,208	1,860	7,068	11	29	40	5.66
District 4	1,983	1,233	3,216	6	16	22	6.84
District 5	4,622	21,939	26,561	11	31	42	1.58
District 6	1,475	26,822	28,297	7	11	18	0.64
District 7	3,803	24,626	28,429	14	23	37	1.30
Unknown District	653	4,129	4,782	10	13	23	4.81
Total	27,534	84,525	112,059	74	153	227	2.03

Table 5 – Rate of complaints per police-citizen contact

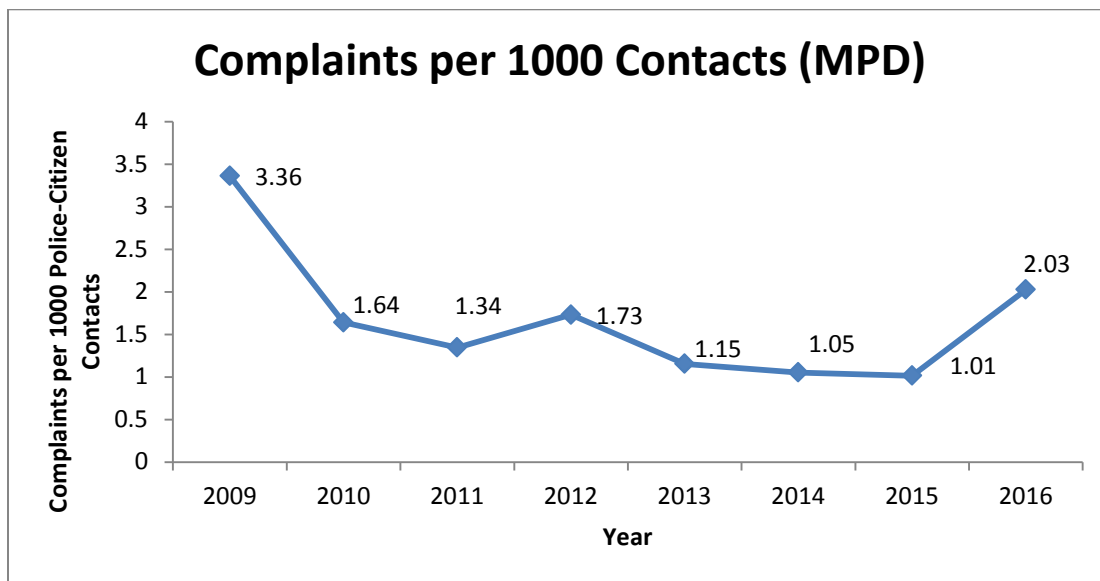


Figure 6

Employee and complainant demographics

Combining all FPC (both formal and informal) and MPD received/investigated complaints during 2016 results in a set of 406 complainants.³ There were 200 (49.3%) female and 172 (42.4%) male complainants (34, or 8.4%, did not specify). The reported racial makeup of complainants during 2016

³ Complaints against MFD employees are excluded from this analysis due to the fact that more complete demographic information is accessible in this context for MPD employees and the large majority of complaints are levied against MPD employees.

was 245 (60.3%) Black, 83 (20.4%) White, 13 (3.2%) Hispanic, 3 (0.7%) Asian, 1 (0.2%) other races and 61 (15.0%) not specified. The set of employees cited in these complaints numbered 351, of which 48 (13.7%) were female and 303 (86.3%) were male. The reported racial makeup of employees was 235 (67.0%) White, 64 (18.2%) Black, 37 (10.5%) Hispanic, 4 (1.1%) Asian, 5 (1.4%) American Indian, and 6 (1.7%) were not specified.

In order to obtain a larger sample size to more reliably test for statistically significant differences from expected values, the past four years of demographic data were combined for analysis.⁴ Examination of the 4-year distribution of the gender and race of both employees (Table 5) and complainants (Table 6) indicate that the observed distributions for employee race and gender and complaint race are indeed statistically different than one would expect given the actual makeup of the sworn MPD force and the population of the City of Milwaukee.⁵ The larger than expected representation of Asian MPD members cited in complaints was the major contributor to the statistical difference from expectation in regards to employee race. The overrepresentation of complainants identifying as Black and underrepresentation of complainants identifying as White and Hispanic were the major contributors to the statistical difference from expectation in regards to complainant race. Note that complainants are not required to report their demographic information in order to submit a complaint, and in 2016 61 complainants (15.0%) did not report their race when submitting their complaint.

	Year				TOTAL		2016 Sworn MPD
	2013	2014	2015	2016			
Female	63 (13.0%)	51 (13.3%)	52 (15.6%)	48 (13.7%)	214	(13.8%)	17.2%
Male	421 (86.6%)	330 (85.9%)	276 (82.9%)	303 (86.3%)	1330	(85.6%)	82.8%
Not Specified	2 (0.4%)	3 (0.8%)	5 (1.5%)	0 (0.0%)	10	(0.6%)	
Grand Total	486	384	333	351	1554		
American Indian	7 (1.4%)	6 (1.6%)	5 (1.5%)	5 (1.4%)	23	(1.5%)	1.6%
Asian	21 (4.3%)	6 (1.6%)	11 (3.3%)	4 (1.1%)	42	(2.7%)	1.8%
Black	95 (19.5%)	76 (19.8%)	51 (15.3%)	64 (18.2%)	286	(18.4%)	17.3%
Hispanic	66 (13.6%)	40 (10.4%)	32 (9.6%)	37 (10.5%)	175	(11.3%)	12.6%
White	289 (59.5%)	247 (64.3%)	226 (67.9%)	235 (67.0%)	997	(64.2%)	66.0%
Not Specified	8 (1.6%)	9 (2.3%)	8 (2.4%)	6 (1.7%)	31	(2.0%)	
Grand Total	486	384	333	351	1554		

Table 6 – Demographics of MPD employees cited in complaints

⁴ Statistically significant difference in this case is defined by the Pearson chi-square goodness of fit at the $p = 0.05$ level.

⁵ The makeup of the sworn MPD force was determined as of the end of 2016 and that of the City of Milwaukee was determined as of the 2010 US Census.

	Year				TOTAL	2010 Census
	2013	2014	2015	2016		
Female	193(47.9%)	176(49.2%)	147(47.0%)	200(49.3%)	716(48.4%)	51.8%
Male	207(51.4%)	177(49.4%)	159(50.8%)	172(42.4%)	715(48.3%)	48.2%
Not Specified	3(0.7%)	5(1.4%)	7(2.2%)	34(8.4%)	49(3.3%)	
Grand Total	403	358	313	406	1480	
American Indian	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)	0.6%
Asian	3(0.7%)	3(0.8%)	5(1.6%)	3(0.7%)	14(0.9%)	3.5%
Black	269(66.7%)	218(60.9%)	175(55.9%)	245(60.3%)	907(61.3%)	39.2%
Hispanic	19(4.7%)	16(4.5%)	10(3.2%)	13(3.2%)	58(3.9%)	17.3%
Other Races	1(0.2%)	3(0.8%)	2(0.6%)	1(0.2%)	7(0.5%)	2.4%
White	90(22.3%)	99(27.7%)	87(27.8%)	83(20.4%)	359(24.3%)	37.0%
Not Specified	21(5.2%)	19(5.3%)	34(10.9%)	61(15.0%)	135(9.1%)	
Grand Total	403	358	313	406	1480	

Table 7 - Demographics of complainants

Complaint frequency per MPD employee

2016

Combining both formal FPC complaints against MPD officers and MPD received complaints results in a list of 224 complaints against 239 named employees and 39 unknown employees for the year 2016. Given that the total sworn force numbered 1,923 in 2016 and 239 employees were named in complaints, it follows that 12% of the sworn force had complaints filed against them during 2016 while 88% of the force did not.⁶ 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. There were 397 allegations levied, 40 of which were against unknown employees. There was one employee with 6 allegations, 4 with 5 allegations each, 7 with 4 allegations, 17 with 3 allegations each, 42 with 2 allegations each, and the remaining 168 had 1 allegation each (see Figure 7).

⁶ The total sworn force in this context is considered to be a representative number despite the fact that complaints may be lodged against any MPD employee, not only sworn members. This number is used because historically over 98% of complaints received regarding the MPD are against sworn members.

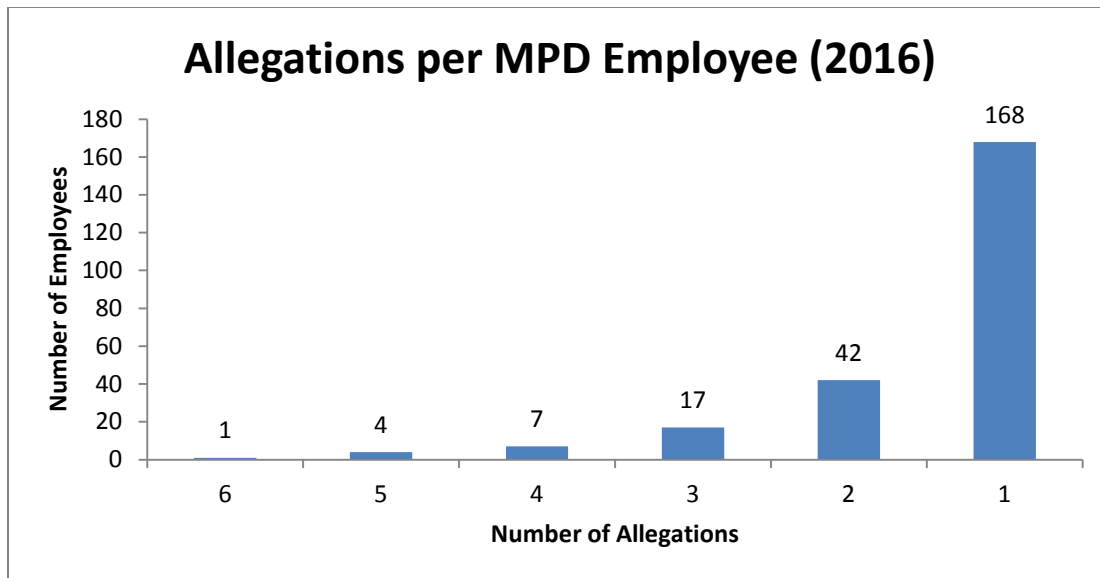


Figure 7

2013-2016 Summary

Analysis of the total MPD related complaints received by both the MPD and the FPC (formal and informal) between 2013 and 2016 indicates that there were 1,674 allegations levied against 877 police personnel during that time period.⁷ There were 41 MPD employees with 6 or more allegations levied against them during that 4-year period. That set of employees with 6 or more allegations represents 2% of the sworn MPD force and the 295 allegations within that group represents 18% of the total allegations during that 4-year period.⁸ Thirty-six of the allegations in this group are still under investigation as of this writing. The maximum number of allegations against one employee during this 4-year time span was 13. Note that this analysis is of allegations. A single complaint may contain multiple distinct allegations, and each allegation within a complaint receives a distinct disposition.

Table 8 details the dispositions of all MPD and FPC (formal and informal) received allegations against MPD members between 2013-2016. An additional column detailing the allegation dispositions for those employees with 6 or more allegations during that time period is also included. The most statistically significant difference between the two categories is in the proportion of allegations which were classified as 'filed',⁹ followed by the differences in the proportion 'not sustained' and the proportion resulting in 'policy review'.

⁷ Note that this is an analysis of the number of allegations, not the number of complaints; a complaint may contain several allegations.

⁸ The total sworn MPD force at the end of 2016 of 1923 is used as the denominator in the calculation.

⁹ See the introduction for a summary of why an investigation into an allegation may be closed with this disposition.

Allegation Disposition	Members with 6 or more allegations	All Allegations
COUNSELED	3 (1.2%)	18 (1.1%)
EXONERATED	3 (1.2%)	31 (1.9%)
FILED	18 (6.9%)	269 (16.1%)
RAPID RESOLUTION	19 (7.3%)	187 (11.2%)
NO RULE VIOLATION	12 (4.6%)	103 (6.2%)
NOT SUSTAINED	127 (49.0%)	630 (37.6%)
POLICY REVIEW	26 (10.0%)	107 (6.4%)
REMEDIAL TRAINING	3 (1.2%)	12 (0.7%)
RESOLVED AT DISTRICT LEVEL	5 (1.9%)	31 (1.9%)
SUSTAINED	18 (6.9%)	80 (4.8%)
UNFOUNDED	25 (9.7%)	178 (10.6%)
OTHER	0 (0.0%)	28 (1.7%)
Total	259	1674

Table 8 - Citizen Complaint allegations (2013 – 2016), MPD and FPC investigated, formal and informal

Figure 8 illustrates the accumulation of complaint allegations among each percentile of the sworn force. What this demonstrates is that approximately 46% of the sworn force had been named at least once in the past 4 years of allegation data and about half of the complaint allegations during that time period have been against approximately 11% of the sworn force. Another visualization of the data is presented in Figure 9, which shows the number of employees versus the number of allegations levied against each of them during the past 4 years. It is clear from Figure 9 that it is uncommon for employees to have received multiple complaint allegations over a 4 year time period, and indeed 1501 members (78% of the 2016 sworn force) had one or zero allegations levied against them during that time period.

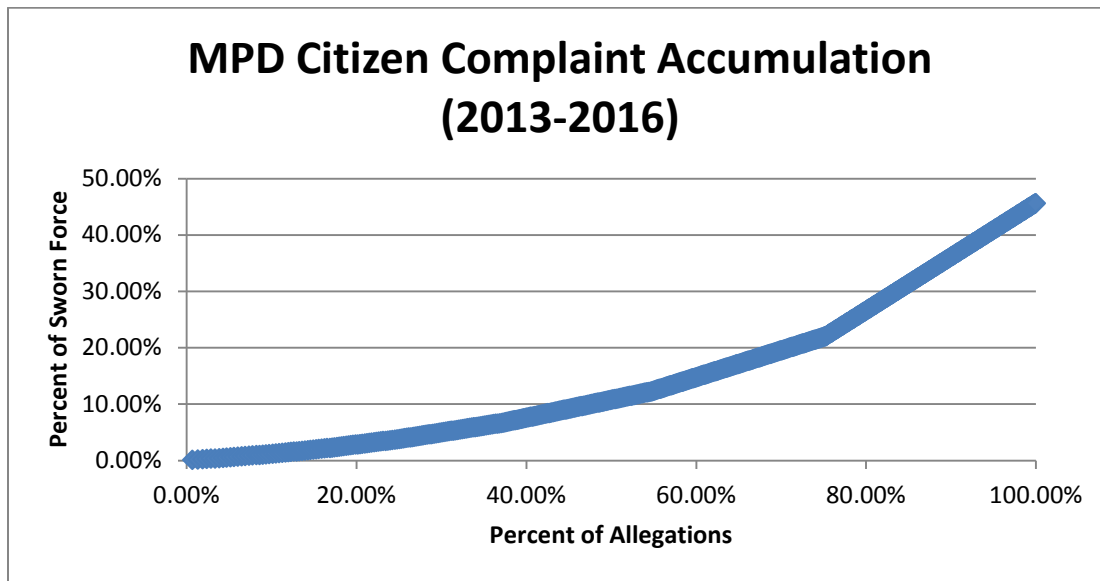


Figure 8

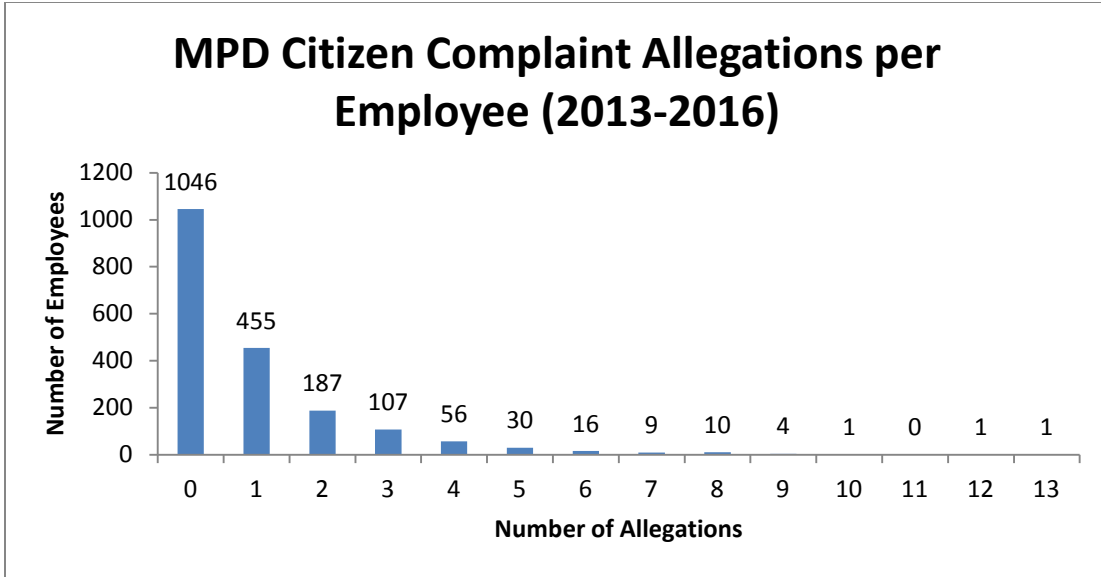


Figure 9

Conclusion

FPC changes its complaint process

The FPC implemented changes to its complaint process at the end of 2016 with the goal of removing barriers to access. This was in response to recommendations set forth by the Board of Fire and Police Commissioners’ Research Committee with the intention of improving access to the process, informed by public comment after a series of community meetings throughout 2015. Changes implemented in 2016 are listed below.

1. Notarization

The complaint form had previously required notarization before a complaint was considered formal. The FPC changed the form to instead require a simple attestation of fact, allowing a complainant to submit a complaint and have an investigation begun with less obstacle. Complainants will now be asked to submit a notarized statement at a later stage of the investigation, when necessary.

2. Language translation

The complaint forms have been translated to Spanish and Hmong in order to ensure access to the complaint process for the significant portion of Milwaukee’s population whom are more comfortable expressing themselves in those languages. As the demographic statistics presented in this report show, complainants identifying as Asian and Hispanic are far underrepresented compared to the proportion in the city as a whole. While simply translating the forms into other languages isn’t expected to have an impact on these statistics in and of itself, as part of a wider community outreach effort the FPC hopes that all Milwaukee residents will feel more comfortable and confident when utilizing our citizen complaint process.

3. Online complaint submission

Perhaps the most notable change to the citizen complaint process has been the creation of an online portal through which complainants may submit complaints using a digital form without printing or mailing any documents. Complainants may access this online form through the FPC website by simply clicking “Filing a Complaint” (<http://city.milwaukee.gov/fpc/Complaints>). There one will find useful information about the process and can choose to either download or print a copy of the complaint form or use the online complaint form for their submission.

Community engagement

The FPC continues to develop partnerships with community organizations in order to generate awareness of and trust in the FPC citizen complaint process. In early 2016 the FPC hired an Operations Manager whose responsibilities include community relations and outreach, and the FPC’s [2016 Annual Report](#) provides an overview of some the events that the FPC has participated in.

Future Goals

During 2016 the MPD continued to roll out their body-worn camera program, with the final set of cameras implemented by the end of the year. The investigators working for the FPC have had access to the camera footage that exists and have utilized it, as needed, during their investigations. Due to the infancy of the camera program and the fact that the utilization was in flux throughout 2016 it is too early to tell what effects the program is having on the citizen complaint process and outcomes. The FPC will continue to closely monitor the impact of body-worn cameras in future reports.

Further changes to the complaint process may be warranted in light of the analysis in this report of policy related complaints received by the FPC in 2016. Because the existing citizen complaint process is designed to investigate specific rule violations by particular employees, there isn’t currently an appropriate channel within the FPC through which citizens can express concerns regarding the policies and practices of the Fire and Police Departments in general. And because the FPC is the only statutorily authorized body with policy oversight responsibility for the Milwaukee Fire and Police Departments, the creation of a formal policy complaint process could serve as a valuable resource for the FPC board members as they exercise this responsibility. FPC staff is developing a process for the body to receive such complaints and anticipates being able to do so in the beginning of 2018.

As almost a third of the policy related complaints studied have related to response time, a more robust investigatory system may be needed to evaluate this issue and may be a matter for the FPC board to evaluate. The upcoming results from the current police satisfaction survey may provide valuable insight to this topic, as has the 2017 addition of the position of Emergency Communications and Policy Director position to the FPC staff.

Staffing changes adopted in the City’s 2018 budget will also impact the FPC’s citizen complaint investigations, audits and analysis. An additional (bilingual) investigator has been budgeted as well as two positions tasked with risk management. The new investigator position will allow for the FPC to increase capacity for auditing complaints and will also be tasked with engaging in the community and educating the public about the FPC. The bilingual classification of the position, in addition to the FPC’s

existing bilingual office assistant, will help ensure that the FPC is responsive to the needs of Milwaukee's Spanish speaking population. The risk management positions will be tasked with ensuring that the Police and Fire Departments minimize exposure to risk, and within that purview will assuredly be monitoring trends in citizen complaint data.

Because the Milwaukee community is currently in the process of discussing the [draft US Department of Justice Collaborative Reform Assessment Report](#), it is possible that other changes to the citizen complaint process may be requested by the community. The FPC is in support of the constructive dialog surrounding the report's draft recommendations and looks forward to addressing any community concerns.

Summary

Though data exists regarding citizen complaints in other US police departments, it is difficult to compare between departments due to the variations in the processes for investigating complaints, and the lack of national standards in identifying complaint categories and defining dispositions. Consequently, it is more appropriate to focus on year-to-year comparisons in Milwaukee rather than city-to-city comparisons.

- The number of complaints received per year by the FPC has been relatively constant in recent history, and in 2016, 152 informal and 76 formal complaints were received. While the number of complaints received and investigated by the MPD has been, in general, dropping over the past 10 years; in 2016 there was an increase in the number of complaints received and investigated by the MPD.
- In 2016 there was a 23% increase in the number of MPD received complaints: the MPD received 153 citizen complaints compared to 124 in 2015. This is 45% below the ten year average number of complaints (277).
- 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 total number of police-related 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.
- In the 2015 report, data indicated a demographic trend among employees cited in complaints indicating an increase in the proportion of allegations which were levied against White employees. The data for 2016 does not follow this trend, and instead shows a slight decrease in that proportion.
- The demographic makeup of complainants has held relatively steady over the past 4 years; in 2016 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.
- In 2016 27 citizen complaint allegations were sustained by the MPD and 11 were sustained by the FPC, resulting in employee discipline including member counseling, policy review, district level and official reprimand, suspension and member discharge.

In conclusion, the FPC continues to remain committed to providing excellent service to the community and to providing a fair and impartial process by which residents of the City of Milwaukee may submit complaints against protective service personnel.

Appendix 1 - Milwaukee Police Department Code of Conduct Core Values

Available online at <http://city.milwaukee.gov/Directory/police/About-MPD/Code-of-Conduct.htm>

1.00 – Competence

We are prudent stewards of the public's grant of authority and resources. We are accountable for the quality of our performance and the standards of our conduct. We are exemplary leaders and exemplary followers.

1.01

All members within their probationary period shall be evaluated on their conduct and fitness for the performance of their duties. If a member's conduct or performance of duties is not satisfactory for continued service to the department, the member shall be discharged, with no right of appeal to the Board of Fire and Police Commissioners.

1.02

We cooperate with our colleagues, other agencies and citizens to ensure public safety, improve the quality of urban life, protect those who cannot protect themselves and enforce the law.

1.03

All department members shall render service to the community promptly and efficiently. When not answering a call for service, members shall use their time to accomplish the mission of the department.

1.04

Police investigations shall at a minimum be based upon reasonable suspicion or an actual or possible offense or crime. Investigations shall be conducted and reports shall be prepared in a prompt, thorough, impartial and careful manner so as to ensure accountability and responsibility in accordance with the law.

1.05

All department members shall be familiar with department policy, procedures and training and shall

conduct themselves accordingly.

1.06

All department members shall report for duty at the time designated by their supervisors.

1.07

All department members shall report to court at the time designated by their subpoena.

1.08

All department members shall report fit for duty, and not be impaired as a result of drinking alcohol, using a drug for non-medical purposes, intentionally misusing a prescription drug or substance abuse.

1.09

No department member shall consume, purchase or possess any intoxicating liquor and/or fermented malt beverage while on duty or in uniform except with the approval of the Chief of Police or designee.

1.10

All department members are responsible for the condition and safeguarding of their personal and department issued equipment. Department members shall not deface, damage, destroy, modify, or carelessly or inappropriately use any department property without permission to do so.

2.00 – Courage

We place the safety of others before our own and accept our moral responsibility to take action against injustice and wrongdoing. Police members are expected to take prudent risks on behalf of the public.

2.01

Police members are required to discharge their duties with composure and determination and in time of danger or adversity shall act together and assist each other in the restoration of peace and order.

2.02

Members shall oppose and, if possible, prevent any violation of the Code of Conduct and report violations if they occur. Members will not be punished, but will be protected and supported, for reporting a violation of the Code of Conduct, unless the report is shown to be malicious or ill founded.

2.03

Failure to intervene when a violation of the Code of Conduct occurs, or is about to occur, shall be treated the same as if the member committed the violation.

3.00 – Integrity

We recognize the complexity of police work and exercise discretion in ways that are beyond reproach and worthy of public trust. Honesty and truthfulness are fundamental elements of integrity. It is our duty to earn public trust through consistent words and actions. We are honest in word and deed.

3.01

Our behavior shall inspire and sustain the confidence of our community. Whether on or off duty, department members shall not behave in such a way that a reasonable person would expect that discredit could be brought upon the department, or that it would create the appearance of impropriety or corruptive behavior.

3.02

Members shall avoid regular or continuous associations with persons or groups they reasonably believe, know or should know are planning to, or are engaged in, criminal behavior, or who advocate the overthrow of government, such that the association would undermine the public trust or affect the member's credibility or integrity. The exceptions are associations that are necessary in the performance of duty or familial relationships of which the Chief of Police or designee is cognizant.

3.03

Police members shall exercise powers of arrest, search, seizure and surveillance only when it is lawful, necessary and proportionate to do so.

3.04

Department members shall treat the official business of the department as confidential, not imparting it to anyone, either orally, electronically or in writing, except those for whom it is intended or under due process of law.

3.05

Department members shall obey local ordinances and state and federal laws, whether on or off-duty. Any violation of ordinances or laws in any jurisdiction shall be reported to the member's supervisor as soon as practical.

3.06

Department members shall not use their official position or membership in the Milwaukee Police Department to unnecessarily interfere with the personal affairs or professional responsibilities of any person or agency.

3.07

Members shall not suggest or recommend a specific attorney to anyone who has been arrested or to someone on their behalf nor become involved in the employment of an attorney for any victim of a crime or accident.

3.08

Department members shall not accept nor solicit, either directly or indirectly, anything of value, including a gratuity, money, reward, gift, fee, loan or special consideration as a consequence of their office. Members are not precluded from receiving very minor courtesies and gratuities (i.e., small amounts of food or non-alcoholic drink) provided that it is not sought nor in exchange or expectation of official favor.

3.09

All sworn members, and civilian members designated as emergency personnel, are bound by City of Milwaukee Charter Ordinance provisions regarding residency and are required to establish and maintain their actual and bona fide residence within 15 miles of the jurisdictional boundaries of the City of Milwaukee throughout their period of employment with the department. The Fire and Police Commission (FPC) has listed the civilian positions that are classified as emergency personnel pursuant to Wis. Stat. § 66.0502(4)(b) in FPC Rule V.

3.10

All department members shall be forthright and candid, orally or in writing, in connection with any administrative inquiry or report.

3.11

Department members are required to be complete, honest and accurate with respect to all relevant facts and information pertaining to any criminal or civil investigation, report or inquiry. No department member shall knowingly or with reckless disregard for the truth sign or make any false official statement.

Note:

The provisions of this guiding principle do not apply to a member's questioning or interrogation of a person involved in a criminal investigation or where the member is engaged in an approved undercover role where such representation is not inconsistent with law or is accepted professional practice.

4.00 – Leadership

We seek to influence human behavior to achieve organizational goals that serve the public while developing individuals, teams and the organization for future service. We accept our responsibility to be leaders, both within the community and among our peers, and for the actions of our colleagues and ourselves. We are all responsible for the performance, reputation and morale of the department.

4.01

We will work together and set an example that embodies respect, compassion, integrity and efficiency.

4.02

Leadership is not solely positional and no rank has unique privileges. The only privilege of rank is increased responsibility.

4.03

Personal failure to intervene to prevent or stop misconduct, when there is an opportunity to do so, demonstrates not only a lack of courage, but also a failure of leadership.

4.04

Supervisors shall be role models for delivering truly professional, impartial and effective police service. Supervisors shall ensure that the individuals for whom they are responsible carry out their professional duties correctly. Supervisors must put the department's mission first, in both word and action, and do nothing to interfere with its accomplishment.

4.05

Supervisors shall ensure the individuals for whom they are responsible are supported, guided on the professional performance of their duties and encouraged to further their professional development. Supervisors have a particular responsibility to secure, promote, improve and maintain professional standards and integrity through the provision of advice and guidance. Supervisors have an obligation to commend exemplary behavior, a responsibility to correct substandard behavior and a requirement to discipline when needed.

5.00 – Respect

We hold life in the highest regard. We treat all citizens and colleagues with dignity and respect, and are fair and impartial as we perform our duties.

5.01

Department members shall treat the public and each other with courtesy and professionalism. Civility and patience are valued attributes, while profane or insolent language or actions undermine the public's confidence.

5.02

Members shall act with fairness, self-control, tolerance and impartiality when carrying out their duties.

5.03

Members shall promptly obey any proper or lawful order emanating from any officer of higher rank. Any improper or unlawful order should be reported to a supervisor of higher rank.

5.04

A conflicting order shall be brought to the attention of the member giving the order. If this member does not change the order, the order shall stand and this member shall bear full responsibility.

6.00 – Restraint

We use the minimum force and authority necessary to accomplish a proper police purpose. We demonstrate self-discipline, even when no one is listening or watching.

6.01

Police members shall exercise restraint in the use of force and act in proportion to the seriousness of the offense and the legitimate law enforcement objective to be achieved.

6.02

Members shall not subject any person to torture or cruel, inhumane or degrading treatment or punishment. No circumstances whatsoever may be invoked as a justification for torture or other cruel, inhumane or degrading treatment or punishment

Appendix 2 - Milwaukee Fire Department Code of Conduct Core Values and Guiding Principles

Core Values

Courage: "Mental or moral strength to venture, persevere, and withstand danger, fear or difficulty."

1. Members accept their moral responsibility to take action to protect and remove from harm those who are trapped, injured, in need of medical assistance, or in any other situation in which fire department intervention is needed. Members are expected to take prudent risks on behalf of the public.
2. Members will discharge their duties with composure and determination and in time of danger or adversity, will act together to mitigate and resolve the situation.
3. Members will actively oppose, and if possible prevent, any violation of the Code of Conduct, reporting violations to their immediate supervisor. Unless the report is shown to be malicious or ill-founded, members will not be punished, but will be protected and supported for reporting a violation of the Code of Conduct

Integrity: "Firm adherence to a code of especially moral values; incorruptibility."

1. Members understand that honesty is a fundamental element of integrity.
2. Members are duty-bound to earn public trust through consistently appropriate words and actions.
3. Members' behavior will inspire and sustain the confidence of our community. Whether on- or off-duty, members will not behave in such a way that a reasonable person would deem discredits the department or would create the appearance of impropriety or corruptive behavior.
4. Members will avoid regular or continuous associations with persons or groups they reasonably believe, know, or should know, are planning to, or are engaged in, criminal behavior, or who advocate the overthrow of government.
5. Members will treat the official business of the department as confidential, not imparting it to anyone, either orally, electronically, or in writing, except those for whom it is intended or under due process of law.
6. Members will obey department rules, local ordinances, and state and federal laws, whether on- or off-duty. Members in violation of same in any jurisdiction are to report the violation to their supervisor as soon as practicable.
7. Members will not use their official position or membership in the Milwaukee Fire Department to unnecessarily interfere with the personal affairs or professional responsibilities of any person or agency.

8. Members will not accept nor solicit, either directly or indirectly, anything of value, including a gratuity, money, reward, gift, fee, loan, or special consideration as consequence of their position. Solicitations for benevolent purposes with prior approval from the Fire Chief are the only exceptions. Members are not precluded from receiving very minor courtesies and gratuities (i.e., small amounts of food or non-alcoholic drink, or discounts on same) provided that it is not sought, or in exchange for, expectation of official favor.

9. Members will be forthright and candid, orally and in writing, in connection with any administrative inquiry or report.

10. Members will be complete, honest, and accurate with respect to all relevant facts and information pertaining to any investigation, report, or inquiry. Members will not knowingly, or with reckless disregard for the truth, sign or make any false statement, whether by act of omission or act of commission. Failure to report full and complete details that any reasonable person would find vital to the overall situation is considered an act (lie) of omission.

Honor: "Good quality or character as judged by other people; high moral standards or behavior; merited respect."

1. Members will hold life in the highest regard, treating all citizens and colleagues with respect, dignity, and tolerance, while performing duties in a fair, impartial manner.

2. Members will treat the public and each other with courtesy and professionalism; maintaining a professional workplace at all times. Civility, patience, and self-control are valued attributes, while profane or insolent language or actions undermine the public's and fellow members' confidence.

Guiding Principles

Competence: "Having the necessary ability or skills to perform well enough to meet a standard."

1. Members are prudent stewards of the public's grant of authority and resources. Members are accountable for the quality of their performance and the standards of their conduct. Members are exemplary leaders and exemplary followers.

2. Members cooperate with colleagues, agencies, and citizens to ensure fire safety and appropriate medical care. Members work to improve the quality of urban life.

3. Members will render service to the community promptly and efficiently. When not answering calls for service, members will use their time to accomplish the mission of the department.

4. Members will be familiar with department policies/procedures and conduct themselves accordingly.

5. Members will report for duty on time, as designated by their work schedule.

6. Members will report fit-for-duty, and not be impaired as a result of drinking alcohol, using a drug for non-medical purposes, or intentionally misusing a prescription drug.

7. Members will not consume, purchase, or possess any liquor or fermented beverage while on duty or in uniform, except with the approval of the Chief or designee.

8. Members are responsible for the condition and safeguarding of their personal and department-issued equipment. Members will not deface, damage, destroy, modify, or carelessly or inappropriately use any department property.

Accountability: "Willingness to accept responsibility (or to account) for one's actions."

1. Members will be accountable in the acknowledgement and assumption of responsibility for actions, decisions, and policies including administration, governance, and implementation within the scope of their positions, and encompassing the obligation to report, explain, and be answerable for resulting consequences.

2. Members will accomplish work and assignments given to them from verbal or any form of written orders, in a complete, timely, and professional manner.

3. Members will be masterful in the proper implementation of any facet relating to their position, such as Fire Response and EMS Standard Operating Guidelines, the Incident Command System, strategy and tactics, building construction knowledge, various training including but not limited to battalion, company, department-wide, paramedic refresher, including that which is electronically distributed, meeting turnout and response times, logging in to various programs as required each shift, reviewing temporary and numbered notices, and accurately and promptly completing all reporting requirements for fire and medical responses and member "leave" requests.

Leadership: "The power or ability to guide/direct others on a course to advance."

1. Members seek to influence human behavior to achieve organizational goals that serve the public while developing individuals, teams, and the organization for future service. Members accept responsibility to be leaders, both within the community and among peers, and for the actions of colleagues and themselves. All members are responsible for the performance, reputation, and morale of the department.

2. Members will work together and set an example that embodies respect, compassion, integrity, and efficiency.

3. Members understand that leadership is not solely positional and no rank has unique privileges. The only privilege of rank is increased responsibility.

4. Members understand that personal failure to intervene to prevent or stop misconduct, when there is an opportunity to do so, demonstrates not only a lack of courage, but also a failure of leadership.

5. Members will be role models for delivering truly professional, impartial, and effective service. Members must put the department's mission first, in both word and action, and do nothing to interfere with its accomplishment.

6. Officers will ensure that members for whom they are responsible carry out their professional duties correctly. Officers will ensure the individuals for whom they are responsible are supported, guided on the professional performance of their duties, and encouraged to further their professional development. Officers have a particular responsibility to secure, promote, improve, and maintain professional standards and integrity through the provision of advice and guidance. Officers have an obligation to commend exemplary behavior, a responsibility to correct substandard behavior, and a requirement to discipline when needed.

2016 Fire and Police Commission Citizen Complaint Report
Designed and Compiled by Dave Gelting, Research and Policy Analyst

Fire and Police Commission
City Hall, Room 706A
200 E Wells St.
Milwaukee, WI 53202

Phone: 414-286-5000

Fax: 414-286-5050

Email: fpc@milwaukee.gov

Website: www.city.milwaukee.gov/fpc

