

FIRE AND POLICE COMMISSION

2012 ANNUAL REPORT



MICHAEL TOBIN, EXECUTIVE DIRECTOR

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MESSAGE FROM THE MAYOR, TOM BARRETT



The mission of the Milwaukee Fire and Police Commission is to ensure that the Milwaukee Fire Department and Milwaukee Police Department are prepared to protect the lives and property of the citizens of Milwaukee. Effective citizen oversight of our Fire and Police Departments is essential to providing quality public safety services to our community.

The Fire and Police Commission quietly and effectively serves the City of Milwaukee meeting challenges with sound judgment and knowledgeable leadership, while ensuring that community members are treated respectfully and fairly in our efforts to provide public safety services.

The Fire and Police Commission provides direct citizen input on the policies and standards followed by the Fire and Police Departments. Under the combined guidance of Fire Chief Mark Rohlwing, Chief of Police Edward Flynn, Executive Director Michael Tobin and his staff, and the members of the Commission, the public safety departments have made and will continue to make Milwaukee a safe place to live.

Public safety is my highest priority as Mayor. The dedicated men and women of our Fire and Police Departments, overseen and guided by the voice of the community through the citizen board , provide the highest quality services to the City of Milwaukee.



Over 125 years ago, the Wisconsin Legislature enacted the groundbreaking concept of direct citizen oversight of public safety services. As many communities struggle with enacting their own version of citizen oversight, the Milwaukee Fire and Police Commission stands as a model for a system that has withstood innumerable political, fiscal, and social challenges.

The remarkable vision of direct citizen oversight of public services was first demonstrated in 1885 when the commission began operations. This vision has truly withstood the test of time. The original enabling legislation has since been revised on multiple occasions, but only for the purpose of strengthening the ability of citizens to prescribe the policies and procedures of our public safety departments. The end result is a Fire Department and Police Department that effectively responds to the needs of the community. This oversight system allows our public safety departments to provide exemplary services and protect lives and property with minimal political interference.

As an example of this exemplary service, in 2012 the Milwaukee Fire Department responded to 12,164 calls for service while working with a reduced budget. The department's state-of-the-art fire rescue boat and specialized hazardous materials and heavy urban rescue teams are called upon throughout southeastern Wisconsin when the very best expertise is needed.

Despite a significant increase in citizen-police contacts, the use of force by officers remains a statistically rare event and decreased 10.9% from 2011 to 2012. In spite of ongoing fiscal challenges, 2012 saw police-citizen contacts increase to nearly 270,000 .

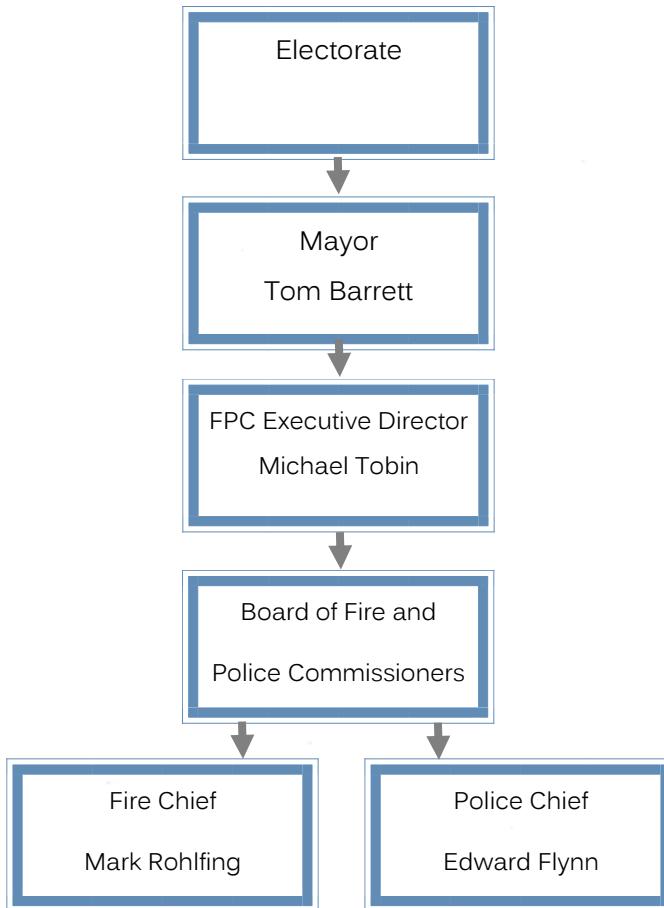
This annual report highlights many of the initiatives that are a product of the Commission's research of best practices and the promulgation of new policies, procedures, and guidance.

Every successful organization has one important denominator — dedicated, bright, and hardworking people that are willing to go beyond expectations in order to make success a reality. The Commission has had a succession of dedicated citizens serving its ranks since its inception. An extraordinary staff and a supportive community continue to keep the 1885 vision alive and well.

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) (see Chart 1). 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.

Chart 1: Organizational Chart



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.

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 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. More recently in 2008, state law allowed for an increase to seven citizen board members, instead of the previous five.

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 2012, the FPC utilized numerous strategies to provide effective public safety services to the citizens of Milwaukee, including:

- ⇒ Performing policy review and analysis concerning fire and police services, such as crime reduction strategies, fire prevention and suppression, and citizen complaints;
- ⇒ Expanding a mediation program to expedite the complaint process and increase citizen confidence;
- ⇒ Monitoring and auditing complaints and investigations conducted by the Fire and Police Departments;
- ⇒ Developing a community relations plan and enhancing communications with the public; and
- ⇒ Promoting diversity in the public safety departments.

CITIZEN BOARD MEMBERS

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 citizen board decides outcomes in citizen complaints against MFD or MPD employees when they go to trial. The FPC citizen board is comprised of seven part-time citizen members, and a full-time professional staff led by Executive Director Michael Tobin.

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 training that includes the Citizen Police Academy, Firefighter For-a-Day program, and UW-Madison's "Role of the Police and Fire Commission" training seminar. 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 seven 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 2012:



Sarah Morgan was appointed to the Board in June of 2009, and her term will expire in 2015. She was elected Chair of the Board in July 2012. Ms. Morgan is an Assistant Professor of Nursing at the University of Wisconsin-Milwaukee, where she teaches Cultural Diversity in Health Care in the undergraduate program and Issues in Women's Health and Development in the graduate program. She is a board member and academic partner of the Board of Diverse and Resilient, whose mission is the healthy development of lesbian, gay, bisexual, and transgender people in Wisconsin. She also serves as Senior Warden, the highest lay leader, at St. Mark's Episcopal Church. Ms. Morgan received a PhD in nursing in 2003 from the University of Wisconsin-Milwaukee, a Master's and Bachelor's degree in Nursing from Case Western Reserve University, and a Bachelor's degree in Education from Bowling Green State University.



Richard Cox was appointed to the Board in December 2005 and reappointed in July 2008, to a term which will expire in 2013. He was elected Chair of the Board in October 2008 and served in this position until July 2012. He worked for the Milwaukee County Sheriff's Office for seventeen years in every rank from Deputy Sheriff to Administrator of Detention Services. Mr. Cox also served nine years as Superintendent of the Milwaukee County House of Correction. He has a Bachelor's Degree in Criminal Justice from the University of Wisconsin-Milwaukee, and is a graduate of the FBI National Academy and a Life Member of the National Organization of Black Law Enforcement Executives (NOBLE). Mr. Cox is currently Executive Director of Neighborhood House, and he is the Governor's Appointee to the Social Development Commission (SDC).



Paoi Lor was appointed to the Board in September 2008, and her term will expire in 2013. She has been Program Coordinator and Consultant for Hmong Radio since 1999 and with Hmong ABC Radio in Milwaukee since 2003. From 1998 to 2002, she was an Economic Support Specialist/Wisconsin Works Case Manager for Dane County. She holds an Associate's Degree from West Coast Christian College in Fresno, California, and a Bachelor's Degree in Management and Organizational Development from Fresno Pacific University, also in California. Ms. Lor has been a member of the Southeast Asian Consortium since 2006, and is a past Board member of Lao-Pha Society and the Hmong-American Peace Academy. She has also served as Executive Board Secretary of the New Salvation Church of God.



Kathryn Hein was appointed to the Board in June 2008, and her term expires in 2013. Currently, she is the Assistant Director of the Les Aspin Center for Government at Marquette University, where she runs a program placing disadvantaged students in public service internships. Ms. Hein is also Secretary 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.

CITIZEN BOARD MEMBERS



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



Carolina Stark was appointed to the Board in July 2008 and elected Vice-Chair in October 2008. She resigned from the Commission in June 2012 due to her participation in the election of a Milwaukee County Circuit Court Judge. She has been an Administrative Law Judge for the State of Wisconsin Department of Workforce Development since February 2007. Ms. Stark previously served as an attorney with Centro Legal Por Derechos Humanos, Esperanza Unida, and the Stark Law Office, LLC, all in Milwaukee. She speaks, reads, and writes fluent Spanish. She is a magna cum laude graduate of St. Louis University (Missouri), with a Bachelor's Degree in Criminal Justice and Spanish, and received her Juris Doctor from the University of Wisconsin Law School in 2002. Ms. Stark has been a member of Historic Concordia Neighbors, Inc. since 2002, and Treasurer of the organization since 2007.

The FPC citizen board conducts a formal quarterly and annual review 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 quarterly 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 three standing committees that meet periodically: the Committee on Policies and Standards, the Committee on Complaints and Disciplines, and the Committee on Testing and Recruiting. 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>)

Committee on Complaints and Disciplines

The Committee on Complaints and Disciplines is staffed by all seven Commissioners and meets on an as-needed basis. This committee has the authority to hear appeals from MFD and MPD employees concerning disciplines and to conduct citizen complaint hearings.

Committee on Policies and Standards

Commissioner Kathryn Hein, who served as chair, and Commissioner Sarah Morgan served on the Committee on Policies and Standards. This committee has oversight authority of the rules governing MFD, MPD, and the FPC. Any rule change requires approval from the Committee on Policies and Standards before going into effect.

Committee on Testing and Recruiting

Commissioner Kathryn Hein chaired the Committee on Testing and Recruiting, and Commissioner Sarah Morgan also served on this committee. The Committee on Testing and Recruiting typically meets once a month to discuss employment, hiring, and recruiting practices of both MFD and MPD. The Committee on Testing and Recruiting sets employment standards and qualifications for various entry-level positions, carries out recruitment programs, oversees the administration of competitive examinations, and provides classification for all positions in both MFD and MPD.

PROFESSIONAL STAFF

Daily FPC functions are performed by a professional staff of eleven full-time employees, headed by Executive Director Michael Tobin. Staff members are employees of the City of Milwaukee.

Administrative Staff



Michael G. Tobin is the Executive Director of the FPC and was appointed by the Mayor of Milwaukee and approved by the Common Council in November 2007. He received his Bachelor of Science degree in Criminal Justice from the University of Wisconsin-Milwaukee and his law degree from the University of Wisconsin-Madison. Mr. Tobin is a graduate of the Wisconsin Military Academy, Wisconsin State Patrol Academy, and the Milwaukee Police Academy, and he is experienced in many aspects of fire department services and law enforcement activities. Mr. Tobin began his employment with the City of Milwaukee as a Police Officer. Upon graduation from law school, he joined the Milwaukee City Attorney's Office as an Assistant City Attorney where he prosecuted and defended police and fire department employees for almost twenty years in state courts and administrative agencies. Mr. Tobin served as a legal advisor for two Milwaukee Fire Chiefs and two Milwaukee Police Chiefs. He is a U.S. Army combat veteran and, from 2005 to 2006, was appointed to manage the U.S. military program to reconstruct the civilian justice system for the country of Afghanistan.



David Heard is the FPC's Community Relations Manager, and has been with the FPC in various capacities since February 1994. He currently staffs the Committee on Testing and Recruiting and monitors recruitment of personnel for the Fire and Police Departments. Mr. Heard provides community outreach to local organizations and serves as the FPC liaison to the Department of Employee Relations (DER), MFD, and MPD on all personnel related matters. He serves on the Board of Children's Outing Association (COA), Children's Service Society of Wisconsin (CSSW), and the Milwaukee Commission of Police Community Relations (MCPR). Mr. Heard attended the University of Wisconsin-Milwaukee.



Renee Keinert is Program Assistant III for the FPC. She serves as the confidential assistant to the Executive Director and FPC citizen board. Ms. Keinert prepares the annual department operating budget, manages department accounts and records, directs and ensures the monitoring of police and fire payrolls and personnel activities, and manages the general operation of the FPC office.



Kristine Jaeger is the FPC's Office Assistant II. She received her Bachelor of Arts degree in Sociology from the University of Wisconsin-Milwaukee. Ms. Jaeger assists in the day-to-day operations of the FPC office and serves as the support person for regular FPC Citizen Board meetings. She prepares information for the meetings, updates the FPC website, and answers daily inquiries.

Testing Staff

Toni Vanderboom is the FPC's Human Resources Analyst — Senior. She received her Bachelor of Arts degree in Spanish and English from the University of La Crosse and her Master in Fine Arts from the University of Utah. Ms. Vanderboom administers promotional and entry-level employment testing for both the Police and Fire Departments.



Pictured from left to right: Toni Vanderboom, Lindsey O'Connor, Molly Kuether.

Lindsey O'Connor is the FPC's Human Resources Analyst – Senior. She received her Bachelor of Arts degree in Psychology, Bachelor of Science degree in Business Administration and Masters of Business Administration from Northern Illinois University. Ms. O'Connor administers promotional and entry-level employment testing for the Police and Fire Departments.

Molly Kuether is the FPC's bilingual Office Assistant III. She received her Bachelor of Arts degree in Spanish from the University of Minnesota-Morris. Ms. Kuether assists in the day-to-day operations of the testing division and serves as the support person for the Committee on Testing and Recruiting.

Monitoring/Oversight Staff



Susan Bodden-Eichsteadt is an Investigator/Auditor for the FPC, and also served as interim Investigator of citizen complaints. Ms. Bodden-Eichsteadt is a graduate of the University of Wisconsin-Platteville with a degree in Criminal Justice. She was previously employed as a police officer with MPD and as a Police Services Specialist-Investigator in the Background Investigation Unit of MPD's Professional Performance Division. Ms. Bodden-Eichsteadt investigates citizen complaints filed with the FPC and audits citizen complaint investigations of the MFD and MPD.

PROFESSIONAL STAFF



Cheryl Patane is an Investigator/Auditor for the FPC. Prior to her employment with the FPC, she was employed with the Milwaukee County Sheriff's Office as a detective in the Special Investigations Unit. Ms. Patane received her Bachelor of Arts degree in Education and her Master's degree in Administrative Leadership from the University of Wisconsin-Milwaukee. She investigates citizen complaints filed with the FPC and audits citizen complaint investigations of MFD and MPD.



Cynthia Janusz is the FPC's Paralegal. She obtained a Bachelor's Degree in Criminal Justice from Carroll College and has previous experience as a law enforcement officer and in the legal field. Ms. Janusz processes disciplinary appeals, coordinates pretrials, trials, and mediation, responds to open record requests, residency exemptions, and assists the Executive Director in legal matters.

Research Staff



Joseph Lawler is the FPC's Research and Policy Analyst. He received his Bachelor of Science degree from Marquette University and his Master's degree in Applied Mathematics from DePaul University. Mr. Lawler conducts research and analysis of public safety issues, conducts community surveys, and designs the FPC's Annual Report, Mid-Year Reports, and brochures.

The 2012 Budget provided funding to fully staff the FPC. By utilizing enhanced data system capabilities, the FPC continued to fully exercise its policy review efforts and oversight in order to proactively address systematic problems and influence positive organizational change to ensure a fair, competent, and transparent system while capturing and identifying trends, patterns, and other critical elements (see Table 1).

Table 1. 2012 Budget Summary

	2010 Actual Expenditures	2011 Adopted Budget	2012 Adopted Budget	Change 2012 Adopted vs 2011 Adopted
Personnel				
FTEs— Operations & Maintenance	8.7	11.60	11.60	0.00
FTEs—Other	1.80	1.80	1.80	0.00
Total Positions Authorized	18	21	21	0
Expenditures				
Salaries and Wages	\$610,657	\$723,922	\$727,299	\$3,377
Fringe Benefits	\$288,263	\$347,483	\$363,650	\$16,167
Operating Expenditures	\$112,038	\$127,167 ¹	\$127,167	\$0.00
Equipment	\$742	\$4,300	\$4,300	\$0.00
Special Funds	\$46,700	\$77,600 ¹	\$77,600	\$0.00
TOTAL	\$1,058,400	\$1,280,472	\$1,280,472	\$19,544

1. In 2011 the FPC undertook hiring responsibilities for the fire and police departments. Additional funding was allotted for personnel and pre-employment screening purposes.

FIRE AND POLICE COMMISSION

- ⇒ FPC appoints first Fire Cadet Class since 2004
- ⇒ FPC staff participates in National Association for Civilian Oversight of Law Enforcement Mini-Conference.
- ⇒ MPD's use of force was analyzed by Dr. Steven Brandl from the University of Wisconsin-Milwaukee.
- ⇒ FPC presented reports on Officer Involved Shootings, Vehicle Pursuits, Use of Force Incidents, and annual mid-year and full-year reports.
- ⇒ FPC creates new position for a full time recruiter.

MILWAUKEE FIRE DEPARTMENT

- ⇒ MFD reintroduces the Cadet Program and hires 13 cadets. The recruiting and hiring process successfully develops a diverse eligibility list.
- ⇒ MFD implements a department-wide health and wellness program for its firefighters that aims to improve overall health of firefighters, reduce their vulnerability to injury, improve their ability to recover, and improve their chances for a longer career.
- ⇒ MFD personnel made contact with 136,095 individuals concerning fire safety education and distributed 1,435 smoke detectors.
- ⇒ MFD responded to 8,428 rescue calls, 3,736 fire calls, and 1,276 service calls .

MILWAUKEE POLICE DEPARTMENT

- ⇒ Chief Flynn appointed for second four-year term of office.
- ⇒ MPD established Critical Incident Review Board and Use of Force Committee.
- ⇒ Police Department increased the use of social media by adding Facebook and Twitter accounts and a newly designed website.
- ⇒ MPD Office of Management, Analysis and Planning (OMAP), successfully applied for nearly 2 million dollars from state, federal and private funding sources.
- ⇒ Between 2011 and 2012, property crime decreased by 3.1%, from 30,670 property crimes in 2011 to 29,709 property crimes in 2012.

Office of Emergency Management and Homeland Security (OEMHS)

- ⇒ Continued administration and oversight for more than \$4.1 million in Federal Urban Area Security Initiative funding expenditures allocated in 2010 for a 3 year period.
- ⇒ Participated in Local/State/Federal Collaborative Damage Assessment Project , which includes regular briefings with Richard Serino, FEMA's Deputy Administrator, in order to maintain FEMA support.
- ⇒ Established the Southeastern Wisconsin Incident Management Team (SEWIMT), a comprehensive resource to either augment ongoing operations through provision of infrastructure support, or when requested, transition to an incident management function to include all components/functions of a Command and General Staff.
- ⇒ Coordinated a common regional template for comprehensive emergency management plans (CEMP).
- ⇒ Participated in Urban Area Security Initiative (UASI) critical infrastructure protection planning, which included a testing platform for the NSI web-based submission of WIWATCH and NSI-SAR training.
- ⇒ Established and managed the Milwaukee Regional Port Security Collaborative which includes Kenosha, Racine, Milwaukee, Ozaukee and Sheboygan counties.



COMMUNITY RELATIONS

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



December 6, 2012 Fire & Police Commission Meeting at City Hall

Along with volunteering at these community events, FPC staff attended over 100 community meetings, spoke at various community organizations/functions, and held two FPC Board meetings outside of City Hall in neighborhood locations. Community relations staff also participated in over 110 recruitment events, such as open houses , and resource events throughout the City of Milwaukee. FPC staff and board members routinely participated in various MFD and MPD functions, like the Milwaukee Police Citizen Academy.

The FPC also publishes brochures of interest to the community in both English and Spanish. These brochures (*How to File a Complaint, What to Expect when Interacting with the Police, and Milwaukee Fire and Police Commission*) are available for download on our website (<http://city.milwaukee.gov/fpc>), and at our offices at City Hall (Room 706), the Milwaukee Public Libraries, Milwaukee Public Ambassadors, MPD's district stations, and the FPC's community partner organizations. The 18 community partner organizations serve as satellite locations to disseminate information about the FPC and its procedures, and a few offer free legal advice and assistance in filing a citizen complaint.²

The FPC's website is updated frequently and contains information on all Board meetings, reports issued by FPC staff, directions on how to file a citizen complaint, 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 Community Relations Manager at (414) 286-5064.

2. See Appendix 3 for a map of the community partners.

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 fairly 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 filing a complaint with the FPC, the Professional Performance Division (PPD) of MPD also receives and investigates complaints filed against MPD employees. When complaints are filed directly with MPD, the FPC will audit the completed investigations to ensure thorough, credible, and fair results. If a complainant is not satisfied with a specific MPD investigation, the FPC will also conduct a review of the particular investigation and its outcome.³

CITIZEN COMPLAINT DEFINITIONS

TYPE OF COMPLAINT

Informal: A complaint is classified as informal when the complaint was submitted for informational purposes only or until a complainant submits an official complaint form with the FPC. Informal complaints may receive limited investigation and are not recorded in officer records as misconduct complaints.

3. See Appendix 4 for chart "Complaint filed with FPC and/or Police Department."

Formal: A complaint is classified as formal when an investigation has begun and the official complaint form has been submitted to the FPC. Formal complaints are recorded in officer records as misconduct complaints.

ALLEGATION CATEGORIES

The FPC classifies complaint allegations into five general categories. The allegation categories are:

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

Dishonesty: 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.

TYPE OF FINDINGS

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

Unfounded: The allegation concerned an act by an agency employee which did not occur.

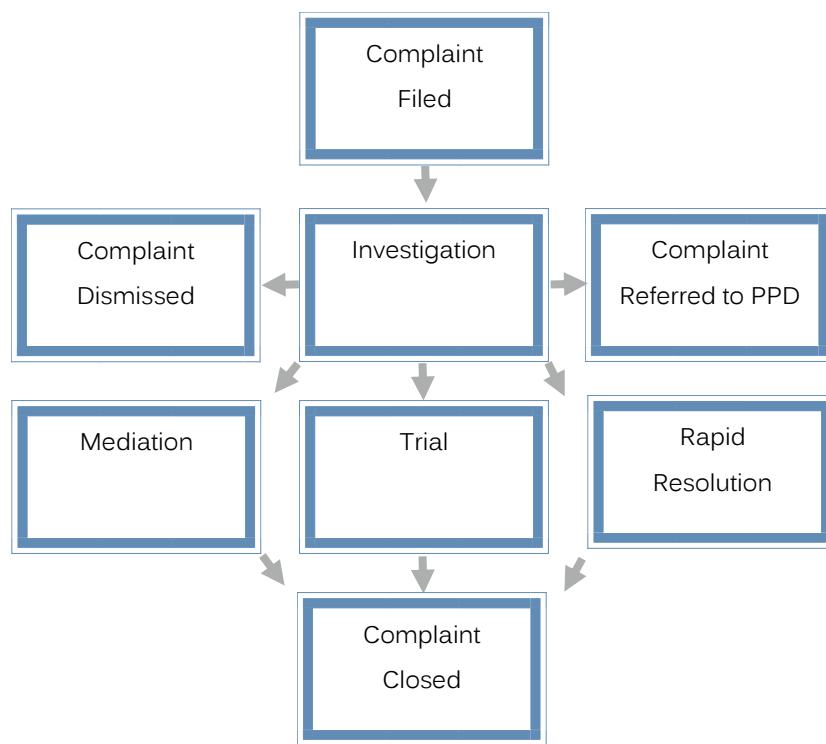
Exonerated: The allegation did occur but the actions of the employee were legal, justified, proper, and/or in conformance with the law and the agency policy and procedure.

Sustained: The investigation produced a preponderance of evidence to prove the allegation of an act which was determined to be misconduct.

COMPLAINT PROCEDURES

The FPC is authorized to independently investigate and discipline MFD or MPD employees up to and including termination from employment for acts of misconduct. A person may initiate a complaint against an employee of MFD or MPD for specific acts of inappropriate conduct in writing, in person, by telephone, fax, e-mail, and through recognized community partner organizations. After a complaint is received, an FPC Investigator arranges an interview with the complainant. If it is determined that the FPC has authority over the complaint, an independent investigation will be conducted. Once an investigation is conducted, most complaints are resolved by utilizing one of the three following methods: mediation, rapid resolution, or citizen board trial (see Chart 2).

Chart 2. Citizen Complaint Process



Mediation

The FPC offers mediation as an alternative to the traditional complaint process. Mediation gives complainants an opportunity to address and resolve their concerns 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.

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.

Either 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.

Citizen Board Trial

If a complaint does not qualify for mediation or rapid resolution and the FPC’s investigation determines that enough evidence exists to find that the employee violated a department rule, the complaint is referred to a 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 can 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.

2012 Citizen Complaint Statistical Review

Along with investigating citizen complaints against employees of MFD and MPD, FPC investigators occasionally receive complaints or inquiries unrelated to MFD or MPD.⁴ These inquiries, while not included in the 2012 citizen complaint totals, are reported because staff still responded to these inquiries and directed the individual to the appropriate authority. These complaints include fire and police employees of other jurisdictions, complaints made against other City of Milwaukee departments or were situations where the complainant did not wish to file a complaint.

4. FPC staff have jurisdiction to investigate complaints filed against employees of MFD or MPD and are not authorized to investigate complaints against other fire or police departments outside city limits or against other City of Milwaukee departments.

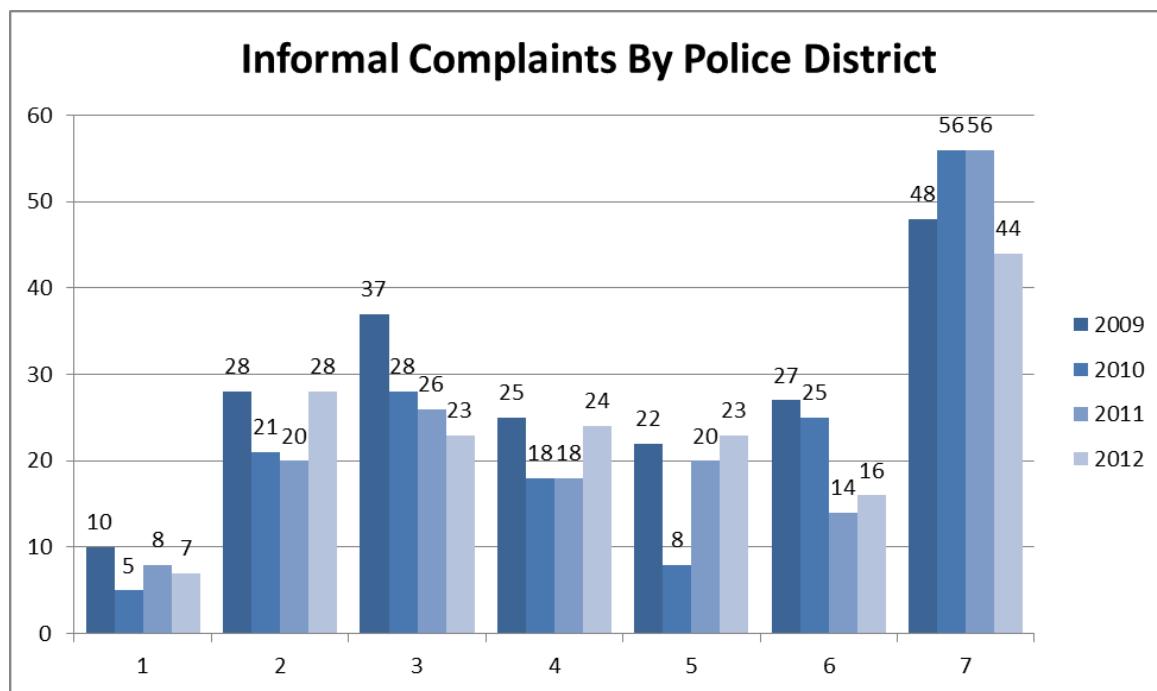
A total of 289 citizen complaints were filed with the FPC in 2012, a 16% increase from 2011, 14.5% increase from 2010, and a 9.4% decrease from 2009.⁵ 278 citizen complaints involved MPD employees and 11 citizen complaints involved MFD employees. While up from previous years, the 289 citizen complaints in 2012 is within the expected range, given an average of 278 citizen complaints over the past four years. While overall complaints have increased, the FPC will continue to investigate all complaints to ensure that community members are treated with courtesy and respect.

Informal Complaints

In 2012, 168 complaints (58.1%) filed with the FPC were classified as informal, a 1.2% decrease from the 170 informal complaints filed in 2011. Four complaints involved MFD employees and 164 complaints involved MPD employees. There were 165 informal complaints (98.2%) filed in 2012 that were closed.

The most common location for the origin of the informal complaint was Police District 7, with 44 informal complaints (26.7%) (see Chart 3).⁶ Police District 2 was the location with the second most, having 28 informal complaints (17%). The Police District with the least amount of

Chart 3.

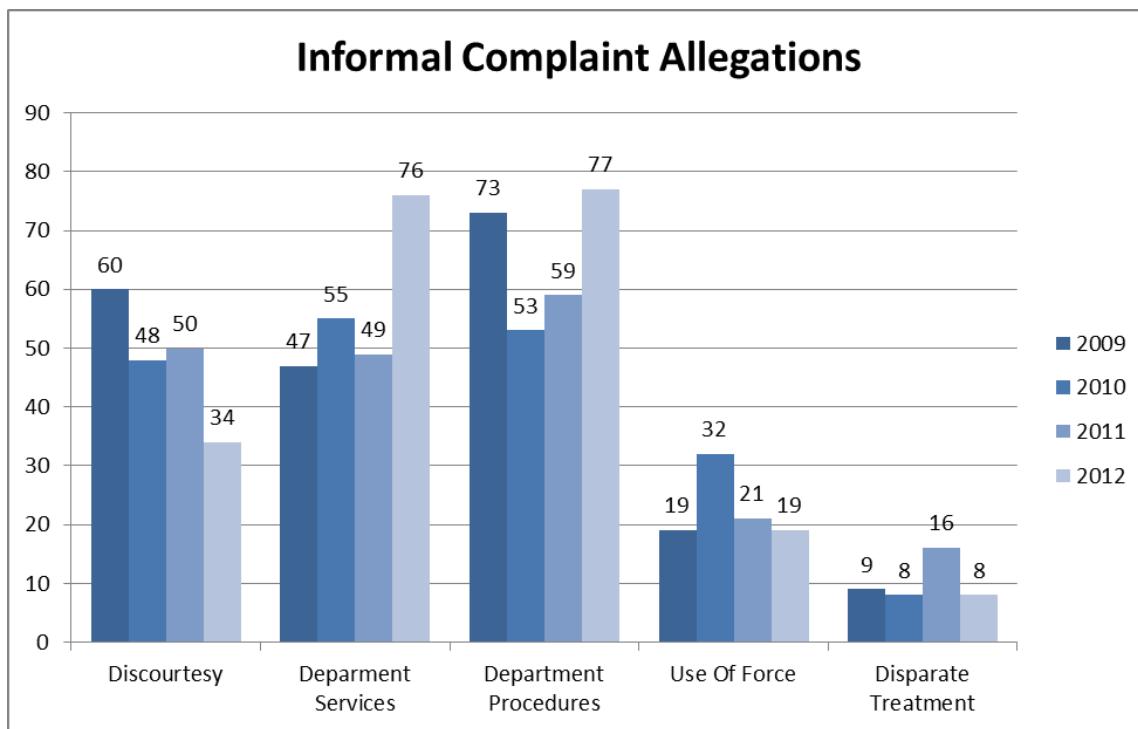


5. Because of a reclassification of citizen complaints in 2009, comparison to complaints filed prior to 2009 can not be performed.

6. Note: 3 missing cases.

informal complaints was Police District 1, receiving only 7 complaints (4.2%). Four of seven Police Districts reported an increase in informal complaints between 2011 and 2012. As seen in Chart Four, department procedures had the most informal complaint allegations with 77 (35.5%), followed closely by department services with 76 informal complaints (35%), courtesy had 34 informal complaints (15.7%), and use of force had 19 informal complaints (8.8%). Disparate treatment, with 8 complaints (3.7%), had the least amount of informal complaint allegations. Three informal complaints (1.4%) were missing or contained no allegation.

Chart 4.



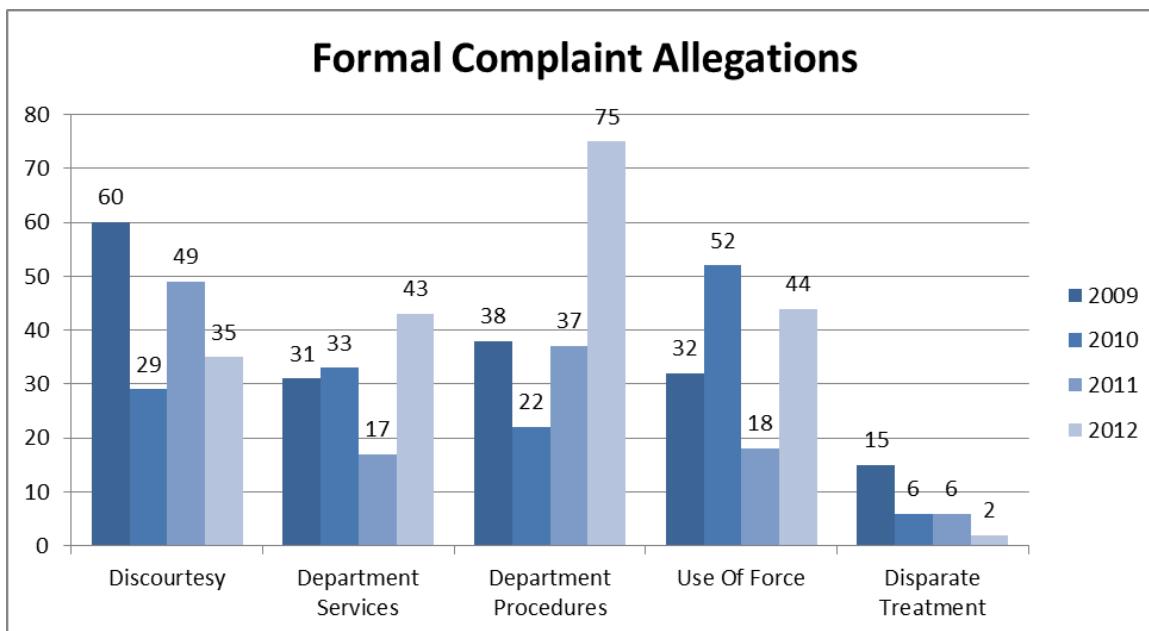
Formal Complaints

In 2012, 121 complaints (41.9%) filed with the FPC were formal, a 53.2% increase from the 79 formal complaints filed in 2011. Seven complaints involved MFD employees and 114 complaints involved MPD employees. Most of the formal complaints (113, 93.4%) filed in 2012 were closed. The remaining 8 complaints (6.6%) were open and remained under investigation.

The most frequent types of formal complaints concerned an officer's actions during an investigation totaling 57 complaints (47.1%). 14 formal complaints (11.6%) involved effecting arrest, while 12 formal complaints (9.9%) were considered duties of squad/beat patrol. The remaining complaints (31.4%) involved other officer actions, such as those related to search warrants or traffic stops.

As seen in Chart 5, department procedures had the most formal complaint allegations with 75 (37.7%), followed by use of force with 44 formal complaints (22.1%), department services with 43 formal complaints (21.6%), and courtesy with 35 formal complaints (17.6%). Disparate treatment had the fewest formal complaint allegations with two formal complaints (1.0%). Four formal complaints failed to report an allegation. Both disparate treatment and courtesy allegations decreased between 2011 and 2012.

Chart 5.



Sixty-eight formal complaints (61.8%) were found to be not sustained, and in 11 formal complaints (10.0%), the complaint was closed. In seven formal complaints (6.4%), the allegation was unfounded, four formal complaints (3.6%) were closed via rapid resolution, and seven complaints (6.4%) led to officer exoneration. Six complaints (5.5%) were sustained, two complaints (1.8%) were sent for mediation, two complaints (1.8%) had no rule violation, one complaint (0.9%) was withdrawn, and one complaint (0.9%) was not substantiated.⁷

Twenty-one formal complaints (18.6%) originated in aldermanic district 4, and 12 formal complaints (10.6%) originated in aldermanic district 15 (see Table 2).⁸ Aldermanic districts 8, 11, and 14 with 2 formal complaints each, had the fewest number of formal complaints in 2012.

7. Note: 12 missing cases.

8. Note: 8 missing cases

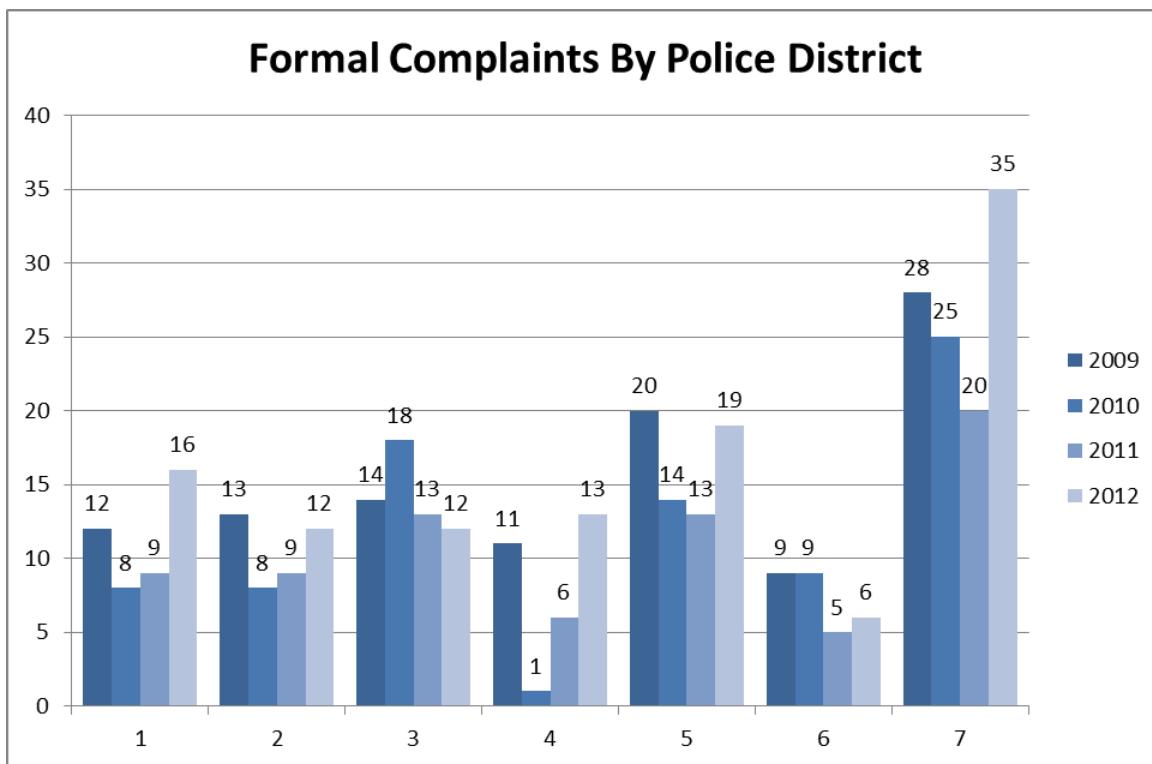
Table 2. Formal Complaints by Aldermanic District

Aldermanic District	Frequency	Percent
1	9	8.0
2	9	8.0
3	9	8.0
4	21	18.6
5	4	3.5
6	10	8.8
7	11	9.7
8	2	1.8
9	6	5.3
10	3	2.7
11	2	1.8
12	7	6.2
13	6	5.3
14	2	1.8
15	12	10.6

Police District 7 was the Police District location with the most formal complaints, having 35 complaints (31.0%) (see Chart 6), followed by Police Districts 5 and 1 with 19 and 16 complaints respectively, (16.8%, 14.2%).⁹ The Police District that had the least amount of formal complaint allegations was Police District 6, having only six complaints (5.3%). All Police Districts , with the exception of District 3, saw an increase in formal complaints.

9. Note: 8 missing complaints.

Chart 6.



Complaint Demographics

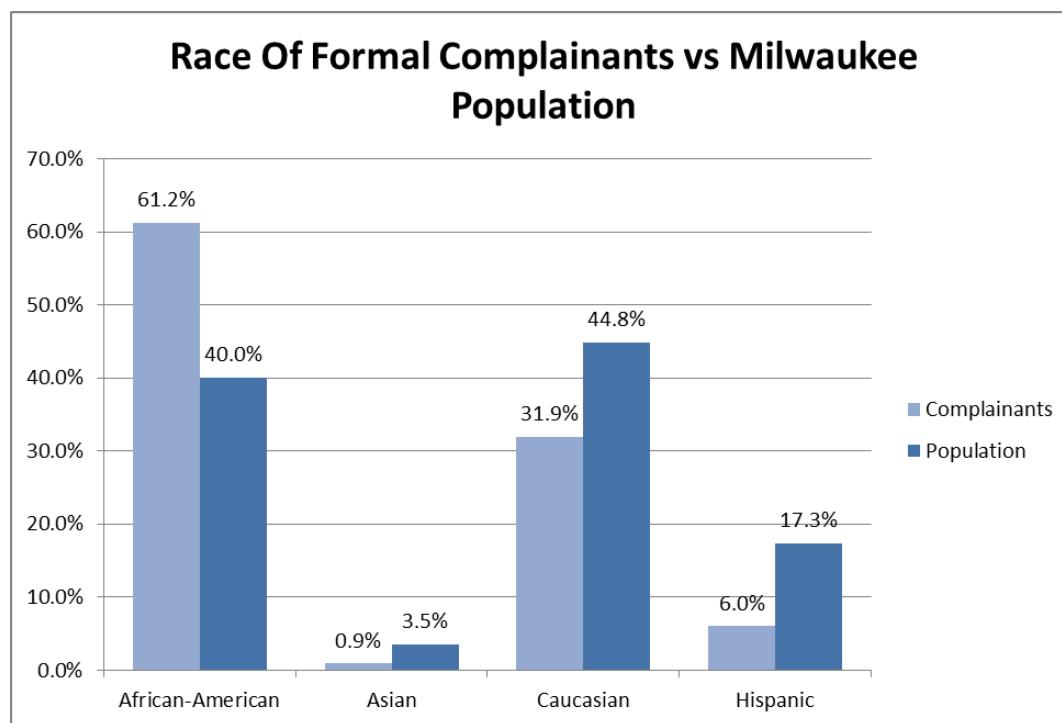
While demographic information is requested from all individuals filing a complaint with the FPC, it is not a requirement. For this reason, demographic information may be incomplete.

In total, 127 individuals filed formal complaints with the FPC in 2012. Of these 127 individuals 11 did not provide race data. The age of complainants ranged from 13 years old to 90 years old, with a mean of 41 years old, a median of 40 years old, and a mode of 42 years old.¹⁰

Of the 116 responding individuals, 71 complainants (61.2%) were African-American, 37 complainants (31.9%) were Caucasian, 7 complaints (6.0%) were Hispanic, and 1 complaint (0.9%) was Asian (see Chart 7). Complainants that indicated a race of African-American filed complaints with the FPC at a rate higher than their representation in the City of Milwaukee's general population (40.0%), while individuals who indicated Caucasian, Hispanic, and Asian filed complaints at a rate lower than their population representation (44.8%, 17.3%, and 3.5%).

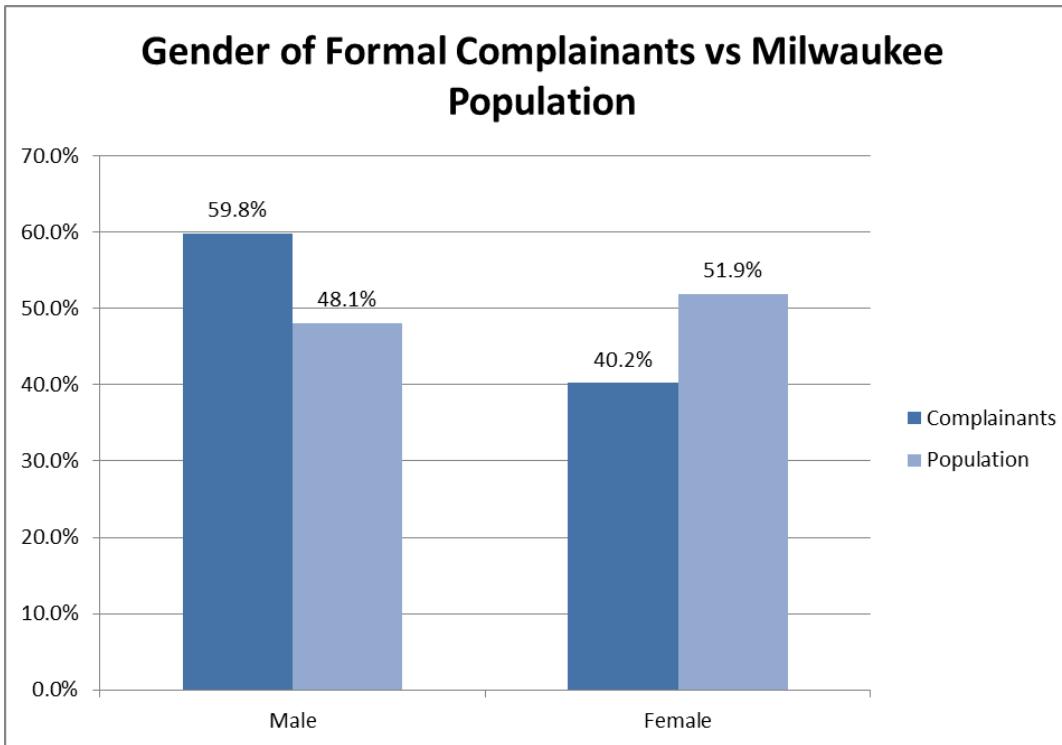
10. Note: 2 missing cases

Chart 7.



As seen in Chart 8, 73 individuals (59.8%) that submitted a formal complaint were male, while 49 complainants (40.2%) were female. Male complainants filed complaints with the FPC at a rate higher than their representation in the City of Milwaukee's general population (48.1%), while female complainants filed complaints at a rate lower than their population representation (51.9%).

Chart 8.

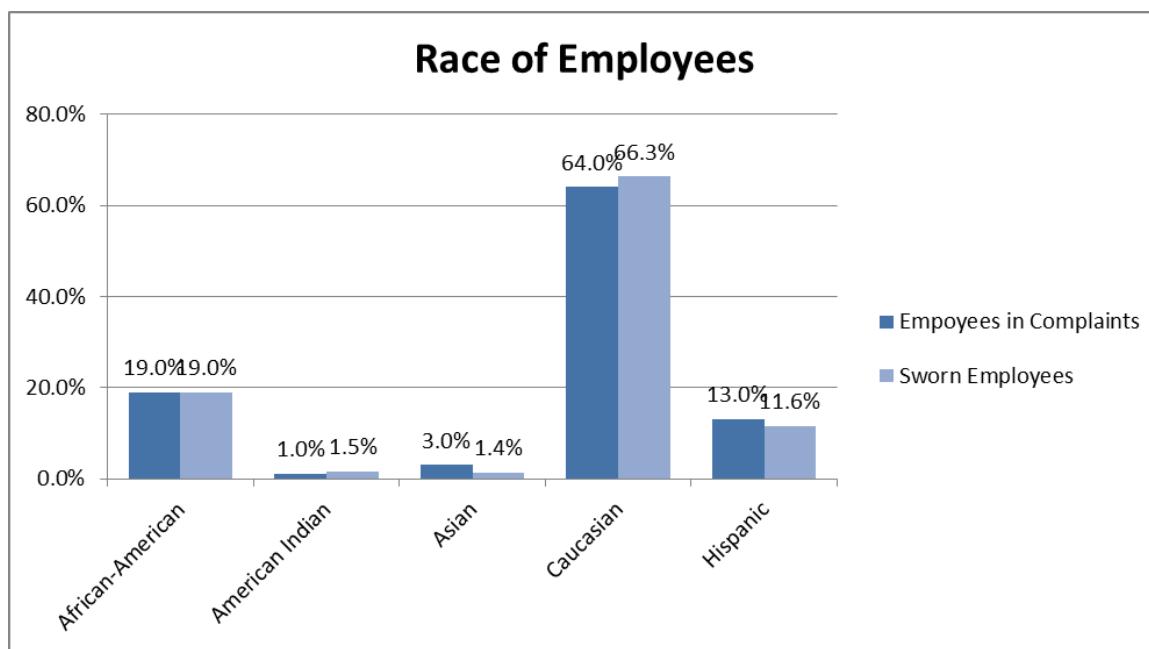


Employee Demographics

The FPC shares software with MPD that contains demographic information on each MPD employee. This software, which is also used for investigatory purposes, automatically inserts the demographic information of the employee involved in the complaint once the employee has been positively identified by the investigators. However, in the situations where the employee cannot be identified, the demographic information is left as unknown or missing. Since the FPC does not have the same software capabilities with MFD, the demographic information for MFD employees is listed as unknown.

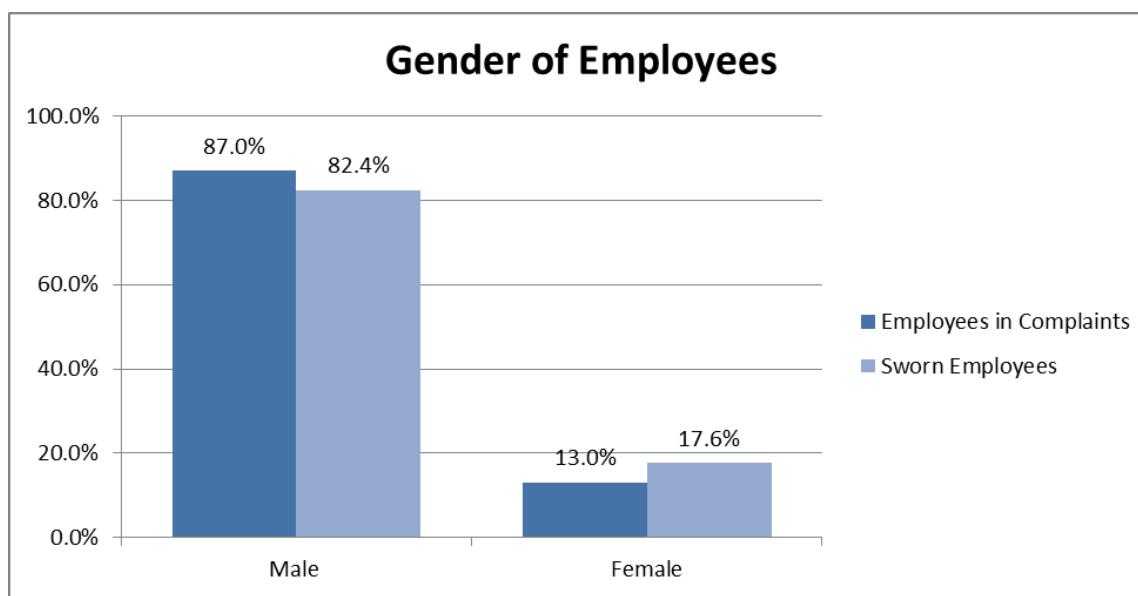
Of the known employees, a total of 110 employees (64%) that had formal complaints filed against them in 2012 were Caucasian (see Chart 9).¹¹ Thirty-two employees (19%) were African -American, 22 employees (13%) were Hispanic, five employees (3.0%) were Asian, and two employees (1.0%) were American Indian. The number of employees from each race is comparable to the overall sworn employee breakdown of the Milwaukee Police Department.

Chart 9.



11. 32 missing cases

Chart 10.



Of the known employees listed in the formal complaints, 154 sworn employees (87.0%) were male, and 23 sworn employees (13.0%) were female (see Chart 10).¹² Given the overall representation of male and female employees in MPD, both genders were almost equally represented in the 2012 formal complaints.

Age of known employees ranged from 22 years old to 59 years old, with a mean of 38 years old, and a median of 38 years old.¹³

One hundred and forty-five employees (81.9%) were at the rank of Police Officer at the time of complaint.¹⁴ Fourteen employees (7.9%) were Police Sergeants, six employees (3.4%) were Detectives, eight employees (4.5%) were Police Lieutenants, one employee (0.6%) was a Telecommunicator, and three employees (1.7%) were Captain.¹⁵ Years of service ranged from 1 year to 28 years of service, with a mean of 11 years of service and a median of 10.5 years of service.¹⁶

12. 26 missing cases

13. 26 missing cases

14. 26 missing cases

15. 23 missing cases

16. 23 missing cases

POLICE CITIZEN CONTACTS AND CITIZEN COMPLAINTS

One method for determining if the number of citizen complaints in a given area is higher than anticipated is to determine the rate of citizen complaints to police-citizen contacts.¹⁷ Police-citizen contacts are the number of times a sworn employee comes into contact with a citizen, which MPD defines as traffic stops and field interviews. Traffic stops occur when a driver and/or passenger(s) of a vehicle are temporarily detained by the police while the police investigate a possible criminal or civil infraction. A field interview is defined as the brief detainment of an individual, based on an officer's reasonable suspicion, for the purpose of determining the individual's identity and resolving the officer's suspicion.

MPD conducted a total of 71,839 field interviews in 2012 (see Table 3), a 17.5% increase from the 61,138 field interviews conducted in 2011. Sworn employees in Police District 4 had the most field interviews, with 15,741. In 2012, MPD performed 197,893 traffic stops, a 4.4% increase from the 189,556 traffic stops performed in 2011. Sworn employees in Police District 7 had the most traffic stops, with 37,478, followed by Police District 5 with 32,556 and Police District 4, with 31,008. MPD had a total of 269,732 police-citizen contacts in 2012.

As previously reported, a total of 121 formal complaints were filed with the FPC in 2012, and a total of 346 citizen complaints were filed with Professional Performance Division (PPD). Police District 7, with 124 total complaints, was the location with the highest number of citizen complaints. Police District 2, with 29 complaints, Police District 6, with 34 complaints, and Police District 1, with 42 complaints, were the locations with the fewest complaints.

The overall rate of citizen complaints to police-citizen contacts for the City of Milwaukee was 1.73, which represents a increase from last year's rate of 1.34 across the entire City. Police District 7 had the highest rate, with 2.58, an increase from 1.58 in 2011. Police District 2 had the lowest rate, with 0.87, a slight decrease from 0.89 in 2011.

17. The rate of formal citizen complaints to 1,000 police-citizen contacts was determined by taking the total number of citizen complaints divided by the number of police-citizen contacts and multiplying that number by 1,000.

Table 3. Rate of Citizen Complaints per 1,000 Police-Citizen Contacts

	Field Interviews	Traffic Stops	Total Police-Citizen Contacts	Formal FPC Citizen Complaints	PPD Citizen Complaints	Total Citizen Complaints	Formal Citizen Complaints per 1,000 Police-Citizen Contacts
District 1	6,605	14,429	21,034	16	26	42	2.00
District 2	9,276	24,210	33,486	12	17	29	0.87
District 3	12,338	28,202	40,540	12	33	45	1.11
District 4	15,741	31,008	46,749	13	40	53	1.13
District 5	11,500	32,556	44,056	19	54	73	1.66
District 6	5,637	29,251	34,888	6	28	34	0.97
District 7	10,562	37,478	48,040	35	89	124	2.58
Total	71,839¹⁸	197,893¹⁹	269,732	121²⁰	346²¹	467	1.73



18. Note: 180 missing cases

19. Note: 759 missing cases

20. Note: 8 missing cases

21. Note 59 missing cases

The FPC Research staff analyzes data from the public safety departments; surveys citizen complainants; publishes research reports; designs the Annual Report, Mid-Year Report, and FPC brochures; and researches various public safety topics as necessary. Along with the Annual and Mid-Year Reports, the Research staff publishes annual reports on MPD Firearms Discharges, MPD Vehicle Pursuits, and Use of Force Incidents. An Analysis of 2012 Milwaukee Police Department Firearms Discharges Report is excerpted below. The full text of each report is available on the FPC's webpage. For additional information, please contact the Fire and Police Commission Research and Policy Analyst, at (414) 286-5057.

ANALYSIS OF 2012 MILWAUKEE POLICE DEPARTMENT FIREARM DISCHARGES

This report is an analysis of Milwaukee Police Officer firearm discharges in 2012. Each firearm discharge by an officer is categorized as one of three types of incidents for the purposes of this report: intentional discharge during a confrontation, intentional discharge during a confrontation with an animal, or unintentional discharge. Every instance in which an officer discharges his/her weapon is recorded and evaluated, and information from these evaluations can be used to initiate tactical and strategic changes with regard to how officers use and deploy their firearms. This report may also help the community understand the circumstances of an officer-involved shooting in a more detailed context than television and newspaper media reports of an incident. The conclusions contained in this report are suggestions for possible modifications based upon a limited statistical review of a relatively small number of incidents.

In 2012, there were a total of nine incidents of intentional firearm discharges during a confrontation and one incident of unintentional firearm discharge. Additionally, the Milwaukee Police Department experienced 48 incidents of intentional firearm discharges with animal targets. These incidents involved a total of 53 animal targets (four incidents involved multiple dogs). Of the 53 animals targeted, 70% were dogs (37), 19% were deer (10), and 11% (6) were raccoons.



ANALYSIS OF 2012 USE OF FORCE INCIDENTS

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

An Analysis of 2012 Use of Force Incidents in the Milwaukee Police Department

The purpose of this study is to provide an analysis of use of force incidents recorded by the Milwaukee Police Department from January 1, 2012 to December 31, 2012. The full report can be found on the FPC website at <http://city.milwaukee.gov/fpc>.

Based on an analysis of the 440 reportable use of force incidents in 2012, the following summary statements can be made:

- ⇒ There were 440 reportable use of force incidents in 2012 (compared to 459 in 2009, 511 in 2010, and 494 in 2011).
- ⇒ There was an average of 1.21 use of force incidents per day in 2012.
- ⇒ There were 93.3 arrests for every one arrest that involved the use of force.
- ⇒ Approximately 1.07% of arrests involved the use of force in 2012 which represents minimal change from previous years (i.e., 1.18% in 2011, 1.15% in 2010, and 1.07% in 2009).
- ⇒ There were 8,246 traffic stops for each traffic stop that involved the use of force.
- ⇒ Approximately .01% of traffic stops involved the use of force.
- ⇒ There were 1,942 subject stops for each subject stop that involved force.
- ⇒ Approximately .05% of subject stops involved the use of force.
- ⇒ Approximately 22% of MPD sworn officers were involved in at least one use of force incident in 2012.
- ⇒ There was one incident of force for every 1,352 persons in Milwaukee in 2012.
- ⇒ The largest proportion of use of force incidents in 2012 occurred in Police District 7 (32.7%) and in Aldermanic District 15 (15.7%).
- ⇒ Similar to previous years, there was variation across police districts in the number of arrests for each use of force arrest, in the number of residents for each use of force incident, and in the number of use of force incidents per 1,000 proactive police-citizen contacts (traffic stops and field interviews). In spite of this variation, use of force was a rare event in all districts.

- ⇒ The 440 use of force incidents involved 417 officers. Approximately 67% of these officers were involved in just one incident; approximately 4% of the officers were involved in five or more incidents.
- ⇒ The most common type of force was bodily force only (40.5%) followed by Electronic Control Device (ECD) only (15.7%) and chemical agent only (13.2%). From 2009 to 2012, use of a chemical agent (as a single category or in combination with other types of force), and the use of a firearm have declined in frequency while the use of an ECD has increased in frequency. This represents the most notable change over the four years in which data were analyzed.
- ⇒ Forty incidents (9.1%) involved a firearm; in 31 of these incidents (77.5%) the firearm was used to shoot a dog; nine incidents (22.5%) involved a subject.
- ⇒ Approximately 7% of incidents (32 of 440) involved force being used against one or more dogs (and 31 of the 32 involved a firearm). Most of the dogs were Pit Bulls and the largest proportion of these incidents related to a loose dog complaint.

Based on the analyses conducted here, and similar to previous years, the typical use of force incident:

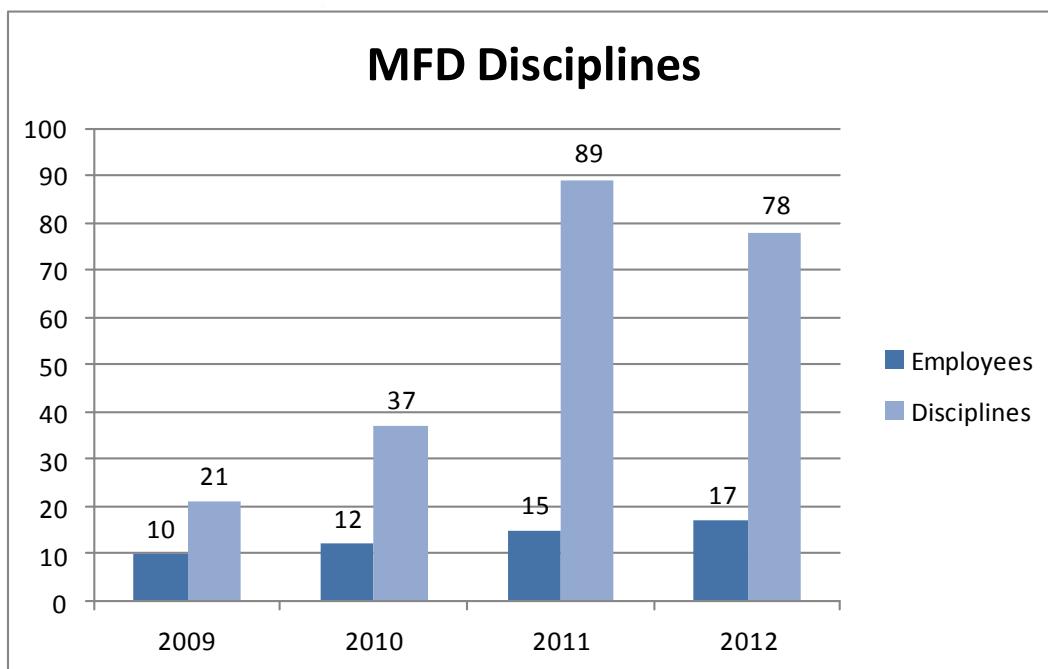
- ⇒ Involved one uniformed police officer and one subject. The officer was a white male, 37 years old, with ten years of service. The officer was not injured as a result of the incident. The subject was a black male, 29.5 year old, with a previous record. The subject was not armed with a weapon. The subject resisted arrest and sustained “minor” injuries as a result of the incident.
- ⇒ Most likely involved the officer using “bodily force only” against the subject. The incident related to a call for service/investigation and occurred outdoors during day-time.

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.

Milwaukee Fire Department

A total of 17 MFD employees were disciplined for 78 rule violations in 2012 (see Chart 11). The number of employees disciplined increased between 2011 and 2012 by 2, and the number of rule violations decreased by 9.²²

Chart 11.



The most common rule violations were:

- ⇒ 14 violations of rule 27.1: Charges
- ⇒ 14 violations of rule 24.1: Rules, Orders, Laws, Ordinances, Etc.
- ⇒ 14 violations of rule 27.2: Violations.
- ⇒ 12 violations of rule 24.2: General Conduct.

22. One MFD employee was disciplined for two separate incidents.

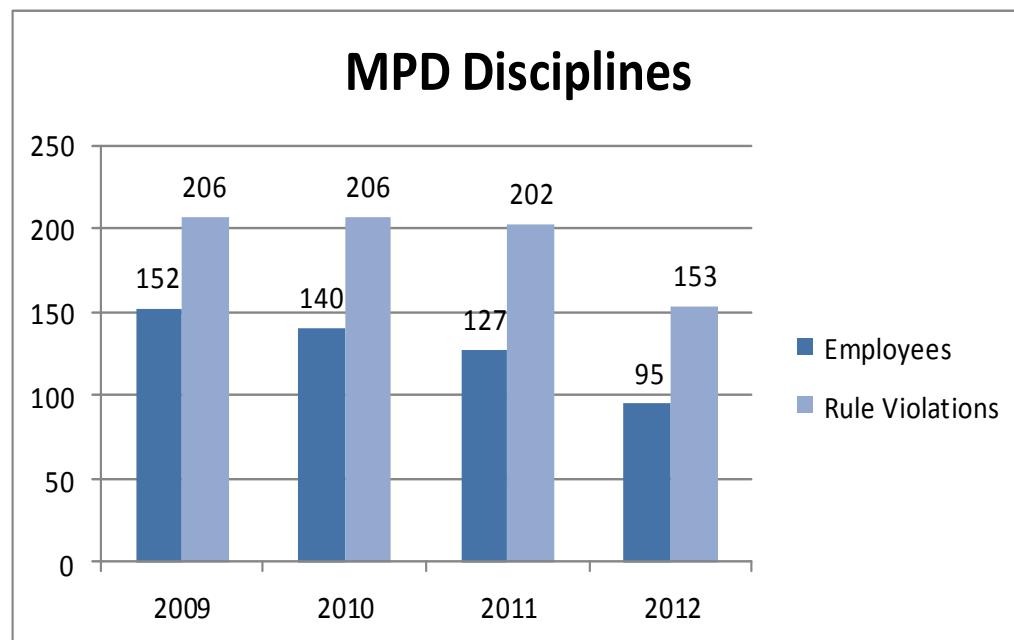
Four employees (23.5%) received a 3-day suspension, four employees (23.5%) received a 1-day suspension, three employees (17.6%) received a 5-day suspension, two employees (11.8%) had been terminated, one employee (5.9%) had resigned in lieu of charges pending, one employee (5.9%) received a 20-day suspension, one employee (5.9%) received a 2-day suspension and one employee (5.9%) received a 60-day suspension.

Of the 17 employees disciplined in 2012, 12 employees were male (70.6%) and 5 were female (29.4%). Twelve employees (70.6%) were white, and five employees (29.4%) were black. Nine employees (52.9%) were at the rank of Firefighter, four employees (23.5%) were at the rank of Fire Dispatcher, two employees (11.8%) were at the rank of Lieutenant, one employee (5.9%) was at the rank of Office Coordinator, and one employee (5.9%) was at the rank of Heavy Equipment Operator. Time of service for the disciplined employees ranged from two years to 20 years, with an average of 9 years of service.

Milwaukee Police Department

A total of 95 MPD employees were disciplined for 153 rule violations in 2012 (see Chart 12). The number of employees disciplined decreased by 32 employees between 2011 and 2012, while the number of rule violations decreased by 49.

Chart 12.



The most common rule violations were:

- ⇒ 28 violations of rule 1.03: Competence, failure to render service promptly and efficiently.
- ⇒ 20 violations of rule 1.06: Competence, Late for Duty.
- ⇒ 18 violations of rule 5.03: Respect, failure to obey an order.
- ⇒ 8 violations of rule 1.04: Competence, failure to fully investigate.

The 153 violations resulted in 22 employees receiving a reprimand at the district level, 10 received an official reprimand, 4 employees received policy training, 7 employees were discharged, 4 employees were demoted, 6 employees were terminated, and 65 employees received suspensions. These suspensions ranged from 1 day to 60 days, with a mean of 8.07 days, a median of 2 days, and a mode of 1 day.

Of the 95 MPD disciplined employees in 2012, 64 employees (67.4%) were male, and 31 employees (32.6%) were female. Forty-Four employees (46.3%) were white, 40 employees (42.1%) were black, 8 employees (8.4%) were Hispanic, 1 employee (1.1%) were Asian, and 2 employees (2.1%) were American-Indian. Of the 95 disciplined employees, 65 employees (68.4%) were at the rank of Police Officer, 2 employees (2.1%) were at the rank of Police Sergeant, 3 employees (3.2%) were Detectives, 3 employees (3.2%) were Police Dispatcher, and the remaining 22 employees (23.1%) were at other ranks (e.g., Office Assistant, Telecommunicator, School Crossing Guard, etc.).

Employee age ranged from 20 years old to 66 years old, with a mean of 43 years old, a median of 42 years old, and a mode of 44 years old. Years in service ranged from 0 year to 29 years of service, with a mean of 12 years of service, a median of 10 years of service, and a mode of 8 years of service.

Discipline Appeals Process

An important oversight function of the FPC is to review employee disciplines issued by the Fire Chief and the Police Chief. 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 (see Chart 13 for Appeals Process Flow).

A quasi-judicial hearing is 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 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 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 members next consider the nature of the offense and the member’s record of service with the Department to determine an appropriate discipline.

A total of 12 disciplinary appeals were filed with the FPC in 2012 (see Table 4). Four of the appeals were withdrawn before going to trial, and eight appeals went to trial. Appeals may also carry over from previous years. In 2012, one appeal from 2010 went to trial. One appeal from 2012 remains open.

Chart 13. Discipline Appeals Process



Table 4. 2012 Discipline Appeals

	Date of Incident	Date Appeal Filed	Hearing Date	Department	Rule Violation	Original Discipline	Final Outcome
Appeal 2010-06	4/18/2010	5/17/2010	5/3/2012	MPD	1.04	Policy Training	Policy Training
					115.0	6-Day Suspension	6-Day Suspension
Appeal 2012-01	2/4/2011	1/26/2012	8/15/2012	MPD	3.01	Member Discharged	35-Day Suspension
					6.02	Member Discharged	Charge Dismissed
Appeal 2012-2	1/16/2011	1/30/2012	6/15/2012	MPD	3.11	Member Discharged	Charge Dismissed
					3.05	Member Discharged	Charge Dismissed
Appeal 2012-3	6/30/2011	3/8/2012	6/27/2012	MPD	1.04	20-Day Suspension	20 Day Suspension
Appeal 2012-4 ²⁵	2/15/2012	5/3/2012	6/11/2012	MPD	680.05 (A)	Member Demoted	Member Demoted
					4.04	Member Discharged	Member Discharged

23. The appeal was withdrawn prior to trial.

	Date of Incident	Date Appeal Filed	Hearing Date	Department	Rule Violation	Original Discipline	Final Outcome
Appeal 2012-5	9/22/2011	5/3/2012	12/12/2012	MPD	6.01	Member Discharged	Member Discharged
Appeal 2012-6	2/4/2012	5/4/2012	6/26/2012	MPD	3.05	Member Discharged	Member Discharged
Appeal 2012-7 ²⁶	11/1/2011	5/24/2012	11/29/2012	MPD	3.05	Member discharged	Member discharged
					680.05 (A)	30-Day Suspension	30-Day Suspension
					3.02	60-Day Suspension	60-Day Suspension
Appeal 2012-8	8/24/2011	6/21/2012	10/5/2012	MPD	3.05	5-Day Suspension	5-Day Suspension
					1.03	5-Day Suspension	5-Day Suspension
Appeal 2012-9	6/18/2012	7/27/2012	10/3/2012	MFD	24.1	Member Discharged	Member Reinstated
					24.2	Member Discharged	Member Reinstated
					24.4	Member Discharged	Member Reinstated
					26.3	Member Discharged	Member Reinstated
					27.1	Member Discharged	Member Reinstated

24. The appeal was withdrawn prior to trial.

DISCIPLINE APPEALS

	Date of Incident	Date Appeal Filed	Hearing Date	Department	Rule Violation	Original Discipline	Final Outcome
Appeal 2012-09 (Continued)	6/18/2012	7/27/2012	10/3/2012	MFD	27.2	Member Discharged	Member Reinstated
					NN #2006-06	Member Discharged	Member Reinstated
					NN #94-51	Member Discharged	Member Reinstated
Appeal 2012-10 ²⁷	4/2/2011	9/7/2012	10/3/2012	MPD	1.06	Demotion	Withdrew Appeal and Resigned
					1.03	Demotion	Withdrew Appeal and Resigned
					3.11	Discharged	Withdrew Appeal and Resigned
Appeal 2012-11 ²⁸	5/1/2012	9/7/2012	10/3/2012	MPD	3.05	Discharged	Withdrew Appeal and Resigned
Appeal 2012-12	4/30/2012	10/25/2012	--	MPD	1.06	10-Day Suspension	To be Determined

25. The appeal was withdrawn prior to trial.

26. The appeal was withdrawn prior to trial.

The mission of 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.

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. In 2012, OEMHS continued to manage and provide oversight for more than \$4.1 million in regional UASI funding and expenditures.

During 2012, OEMHS coordinated a common regional template for a Comprehensive Emergency Management Plan, participated in regular briefings with FEMA, established a Southeastern Incident Management Team (SEIMT) to coordinate response and recovery activities, coordinated and managed the Milwaukee Regional Port Security Collaborative and participated in Urban Area Security Initiative critical infrastructure protections planning.

OEMHS staff served as a board member on the Wisconsin Homeland Security Funding Advisory Council, the National Homeland Security Coalition (NHSC) and the Wisconsin Hospital Emergency Planning Program Board. During 2012 staff spoke at a variety of public forums including the Washington D.C. Symposium: The Role of Faith-Based Organizations in Community Resiliency and the Wisconsin Volunteer Organizations Active in Disasters (VOAD) Conference.

2012 staff of OEMHS includes:

- ⇒ Steven Fronk, Director;
- ⇒ Kurt Drezek, Law Enforcement Program Manager;
- ⇒ James Ley, Fire Services Program Manager;
- ⇒ Desiree Matel-Anderson, Fiscal Compliance and Grant Monitor; and
- ⇒ Gene Oldenburg, Interoperable Communications Coordinator.

APPOINTMENTS, PROMOTIONS, AND SEPARATIONS

The FPC is a unique citizen oversight agency because it has the additional responsibility of performing the traditional civil service function of conducting examinations for initial appointments and promotions to positions in MFD and MPD. Since 1885, no person has been appointed or promoted to any position in either 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 assumed all of the examination functions for sworn employees of the Fire and Police Departments. These functions were previously conducted by the City of Milwaukee's Department of Employee Relations. The FPC now conducts all examinations including: written, physical ability, and oral tests; and background investigations. 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.

MPD Examinations

Three examinations were conducted by the FPC for the Milwaukee Police Department in 2012 (see Table 6). Police Aide and Police Officer were entry level, sworn positions, while Police Lieutenant was a promotional exam. Police Officer examinations were conducted from the second pool of 300 candidates from the initial eligible pool of 2,217 created from the 2010 testing process. In July, 2012, 49 Police Officers were hired, leaving 56 applicants on the eligible list.

Table 5. 2012 MPD Examinations

	Applied	Passed Written	Passed Oral	Eligible List
Police Aide	655	194	101	48
Lieutenants	181	132	132	132
Police Officer	3691	2217	126	56



MPD Appointments and Promotions

A total of 12 individuals were promoted to non-sworn positions with MPD in 2012. They included:

- ⇒ 1 promotion to Human Resources Specialist
- ⇒ 1 promotion to Lead Police Telecommunicator
- ⇒ 1 promotion to Media Producer
- ⇒ 2 promotions to Office Assistant II
- ⇒ 1 promotion to Office Assistant III
- ⇒ 1 promotion to Office Assistant IV
- ⇒ 1 promotion to Office Supervisor II
- ⇒ 3 promotions to Police District Office Asst.
- ⇒ 1 promotion to Police Payroll Supervisor



A total of 57 individuals were appointed to non-sworn positions with MPD in 2012. They included:

- ⇒ 3 appointments to Crime Analyst
- ⇒ 1 appointment to Communication Systems Manager
- ⇒ 1 appointment to Health and Safety Specialist
- ⇒ 1 appointment to Help Desk Specialist II
- ⇒ 2 appointments to Office Assistant I
- ⇒ 1 appointment to Office Assistant II (reappointment)
- ⇒ 27 appointments to Police Aide
- ⇒ 6 appointments to Police Dispatcher
- ⇒ 9 appointments to Police Telecommunicator, Regular
- ⇒ 5 appointments to Police Telecommunicator, Seasonal
- ⇒ 1 appointment to Police Telecommunicator Supervisor

A total of 69 individuals were appointed to sworn positions with MPD in 2012. They included:

- ⇒ 69 appointments to Police Officer

A total of 1 individual was promoted to sworn positions with MPD in 2012. They include:

- ⇒ 1 promotion to Inspector of Police

MPD Separations

A total of 63 sworn employees separated from MPD in 2012. 41 retired, 15 resigned, 2 took duty disability retirement, 2 took ordinary duty disability retirement, and 3 were discharged. Sworn separations included the following:

- ⇒ 1 Assistant Chief of Police retired
- ⇒ 1 Administrative Lieutenant of Police retired
- ⇒ 3 Captain of Police retired
- ⇒ 1 Detective took duty disability retirement, 1 Detective resigned and 13 detectives retired
- ⇒ 2 Forensic Investigators retired
- ⇒ 3 Police Lieutenants retired
- ⇒ 2 Police Sergeants retired, 1 Police Sergeant took ordinary disability retirement and 1 Police Sergeant resigned
- ⇒ 16 Police Officers retired, 13 Police Officers resigned, 3 Police Officers were discharged, 1 Police Officer took duty disability retirement and 2 Police Officer took ordinary disability retirement

A total of 39 non-sworn employees separated from MPD in 2012. Nine retired, 24 resigned, 5 were discharged, and 1 was terminated. Non-sworn separations included the following:

- ⇒ 1 Administrative Services Specialist resigned
- ⇒ 1 Building Maintenance Supervisor II resigned
- ⇒ 1 Custodial Worker was discharged, 1 Custodial Worker resigned
- ⇒ 1 Electronic Technician resigned
- ⇒ 1 Helpdesk Specialist I retired
- ⇒ 1 Helpdesk Specialist II resigned
- ⇒ 1 Human Resources Specialist Senior resigned
- ⇒ 4 Office Assistant II retired, 1 Office Assistant II resigned
- ⇒ 1 Office Assistant IV took ordinary disability retirement, 1 Office Assistant IV had retired
- ⇒ 1 Police Dispatcher ordinary disability retirement, 3 Police Dispatchers resigned
- ⇒ 1 Police Services Investigator Specialist resigned
- ⇒ 1 Police Services Specialist resigned
- ⇒ 2 Police Telecommunicators retired, 2 Police Telecommunicators resigned
- ⇒ 3 Police Telecommunicator Seasonal resigned
- ⇒ 1 Police Telecommunications Supervisor resigned
- ⇒ 1 Police Transcriptionist retired
- ⇒ 4 Police Aides discharged, 5 Police Aides resigned, 1 Police Aide terminated

MFD Examinations

Three examinations were conducted by the FPC for the Milwaukee Fire Department in 2012 (see table 5.) Fire Equipment Dispatcher was an entry level, non-sworn position, while Heavy Equipment Operator was a promotional exam. For the first time since 2004, the FPC held examinations for a Fire Cadet class.

Table 6. 2012 MFD Examinations

	Applied	Passed Written	Passed Oral	Eligible List
Fire Cadet	899	277	123	123
Heavy Equip. Operator	18	11	8	8
Fire Equip. Dispatcher	326	81	50	50



MFD Appointments and Promotions

A total of 34 individuals were appointed to sworn positions with MFD in 2012. They included:

- ⇒ 32 appointments to Firefighter
- ⇒ 1 appointment to Fire Paramedic
- ⇒ 1 appointment to Fire Medical Officer

A total of 21 individuals were appointed to non-sworn positions with MFD in 2012. They included:

- ⇒ 16 appointments to Fire Cadet
- ⇒ 2 appointments to Fire Equipment Mechanic
- ⇒ 1 appointment to Network Coordinator Associate
- ⇒ 1 appointment to Office Assistant I
- ⇒ 1 appointment to Program Assistant I

A total of 4 individuals were promoted to non-sworn positions with MFD in 2012. They included:

- ⇒ 1 promotion to Database Specialist
- ⇒ 1 promotion to Office Assistant II
- ⇒ 1 promotion to Office Coordinator
- ⇒ 1 promotion to Personnel Payroll Assistant II

APPOINTMENTS, PROMOTIONS, AND SEPARATIONS

A total of 43 individuals were promoted to sworn positions with MFD in 2012. They included:

- ⇒ 2 promotions to Assistant Fire Chief
- ⇒ 6 promotions to Battalion Chief
- ⇒ 2 promotions to Deputy Chief
- ⇒ 8 promotions to Fire Captain
- ⇒ 17 promotions to Fire Lieutenant (5 of which are temporary promotions)
- ⇒ 8 Promotions to Heavy Equipment Operator



MFD Separations

A total of 47 sworn employees separated from the MFD in 2011. Thirty-six sworn employees retired, five took duty disability retirement, three resigned, and three were discharged. Sworn separations included the following:

- ⇒ 2 Assistant Fire Chiefs retired
- ⇒ 4 Battalion Chiefs retired
- ⇒ 2 Fire Captains retired
- ⇒ 1 Deputy Chief retired
- ⇒ 12 Fire Lieutenants retired and 2 Lieutenants took duty disability retirement
- ⇒ 2 Fire Paramedic Field Lieutenants retired
- ⇒ 10 Firefighters retired, 3 Firefighters resigned, 3 Firefighters were discharged and 2 Firefighters took duty disability retirement
- ⇒ 3 Heavy Equipment Operators retired and 1 HEO took duty disability retirement

A total of seven non-sworn employees separated from MFD in 2012. Two employees retired, and five employees resigned. Non-sworn separations included the following:

- ⇒ 2 Fire Cadets resigned
- ⇒ 1 Audio Visual Specialist II resigned
- ⇒ 1 Fire Equipment Mechanic retired
- ⇒ 1 Office Assistant II retired
- ⇒ 1 Network Coordinator Associate resigned
- ⇒ 1 Officer Coordinator resigned

Milwaukee Fire Department

The Milwaukee Fire Department was established on January 1, 1875 as the primary fire suppression, prevention, rescue, and emergency medical service for the City of Milwaukee. MFD consists of 36 fire stations, 37 engines, 15 trucks, 12 paramedic units, and one fire boat. MFD has three special teams: Dive Rescue, Hazardous Materials, and Heavy Urban Rescue.

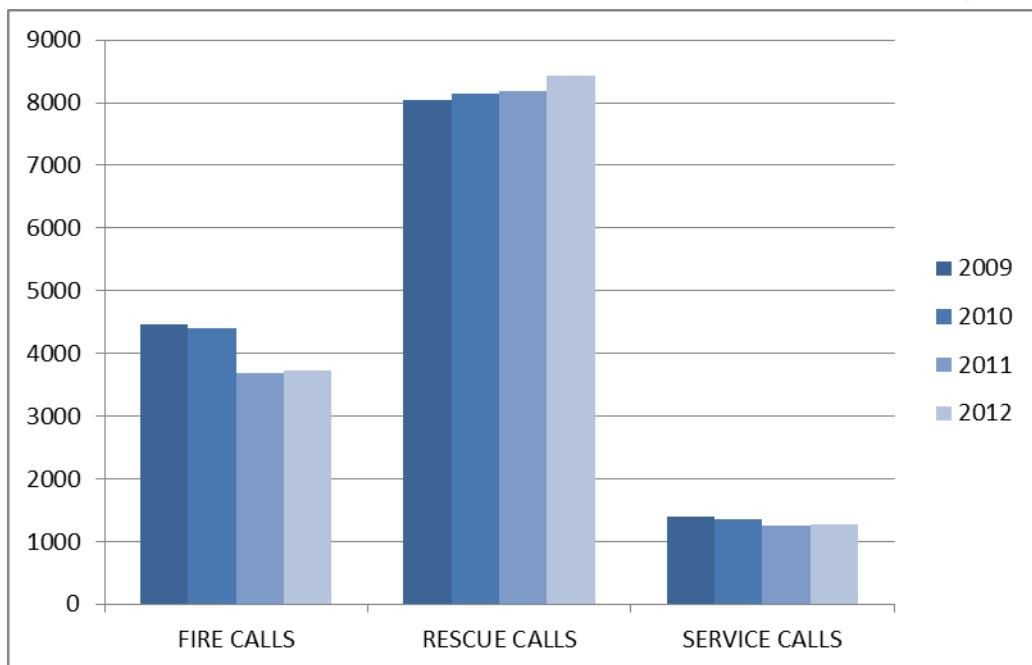
MFD is currently under the leadership of Fire Chief Mark Rohlfing, who was appointed by the FPC on May 3, 2010. MFD has categorized its operations into two distinct areas: Emergency Operations, which includes the core services of fire suppression and emergency medical services (EMS), and Fire Education, Training, and Support, which promotes safety activities in the community and supports core operations.

In 2012, MFD personnel made contact with 136,095 individuals concerning fire safety education and distributed 1,435 smoke detectors. MFD responded to 8,428 rescue calls, 3,736 fire calls, and 1,276 service calls (see Chart 14). Average response time for fire calls was 5 minutes.



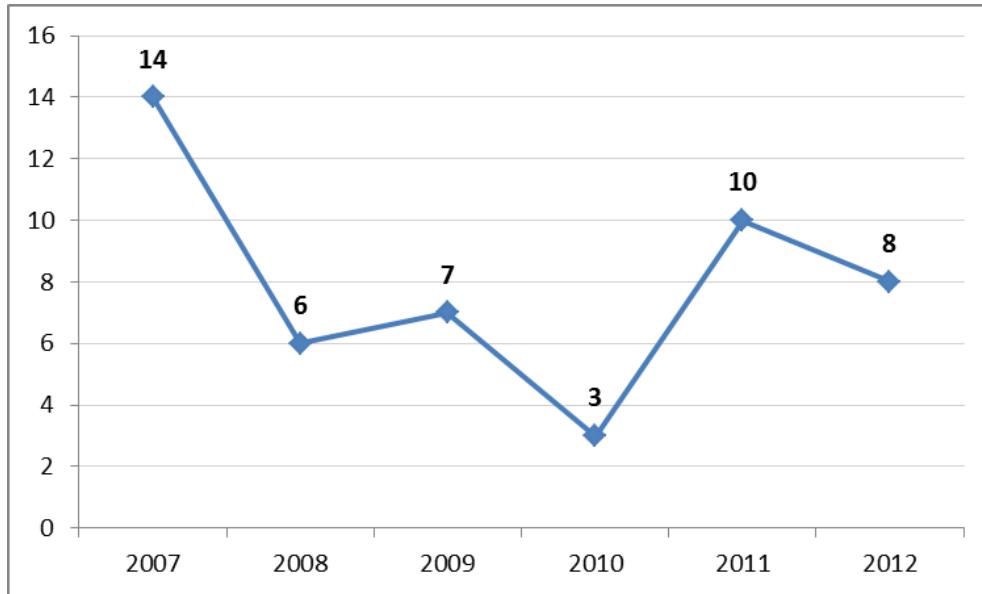
Fire Chief Mark Rohlfing.
Photo courtesy: Fire and Police Commission

Chart 14. MFD Service Calls



MFD reported eight civilian fire fatalities in 2012, which is the equal to the six year average of eight per year (See Chart 15). Two of these deaths occurred in structures without working smoke detectors.

Chart 15. MFD Civilian Fire Deaths



MFD provides Advanced Life Support (ALS) and Basic Life Support (BLS) services for the City of Milwaukee.^{29, 30} MFD responded to 28,301 ALS calls, with an average response time of 5 minutes, 8 seconds; and 31,286 BLS calls, with an average response time of 5 minutes, 19 seconds.

The ALS responses provided by MFD have had a positive impact on survival rates for penetrating trauma incidents (see Table 7). In 2011, 386 people suffered wounds from penetrating trauma, but in 2012, 335 people suffered similar wounds, representing a decrease of 13.2%. Of the 193 people who suffered gun shot wounds, 161 (85.8%) survived. Of the 106 people who suffered stabbing wounds, 102 (96.63%) survived.



27. ALS is defined as medical care for an individual that is pulse-less, non-breathing, or in imminent threat of death.

28. BLS is defined as medical care other than ALS. BLS medical care and transport is also provided by private ambulance services not represented in this report and governed by the City of Milwaukee Ambulance Service Board.

Table 7. Penetrating Trauma Incidents

	Gunshot Wounds			Stabbings			
	Number Lived	Percent Lived	Number Died	Number Lived	Percent Lived	Number Died	
January	16	84.21%	3	13	100.0%	0	32
February	9	75%	3	10	100.0%	0	22
March	24	96%	1	5	100.0%	0	30
April	15	88.24%	2	9	90.0%	1	27
May	22	88.0%	3	16	100.0%	0	41
June	35	100.0%	0	11	100.0%	0	46
July	19	82.61%	4	11	91.67%	1	35
August	13	76.47%	4	13	100.0%	0	30
September	11	78.57%	3	7	100.0%	0	21
October	10	66.67%	5	4	100.0%	0	19
November	11	84.62%	2	2	50.0%	2	34
December	8	80.0%	2	5	100.0%	0	20
Total	193	85.8%	32	106	96.36%	4	335

Milwaukee Police Department

The Milwaukee Police Department was established on October 4, 1855 as the primary law enforcement entity for the City of Milwaukee. MPD is currently under the leadership of Police Chief Edward Flynn, who was appointed to his second term by the FPC on January 7, 2012.

MPD is divided into three distinct bureaus. The Administration Bureau includes Human Resources, Information Systems Division, Integrated Justice Services Division, the Police Academy, Internal Affairs Division, Technical Communications Division, and the Facilities Services Division; the Neighborhood Policing Bureau includes the Neighborhood Task Force and the seven patrol districts; and the Criminal Investigation Bureau includes the Intelligence Fusion Center, North, South and Central Investigation Divisions, Investigative Management Division, Metropolitan Investigations Division, Narcotics Division, and the Sensitive Crimes Division.

2012 marked the fifth straight year in which crimes reported to the Federal Bureau of Investigation's (FBI) Uniform Crime Reporting (UCR) program decreased.³¹ Between 2011 and 2012, violent crime increased by 9.4%, from 6,925 violent crimes in 2011 to 7,576 violent crimes in 2012 (see Table 8). This upward trend in violent crime was also seen by comparable cities such as: Charlotte-Mecklenburg (10%), Indianapolis (5%), and Dallas (1%). While robberies decreased by 13.2% between 2011 and 2012, homicides increased by 5.7%, aggravated assault increased by 33.1%, and rape increased by 7.4%.

Property crime also experienced a decline between 2011 and 2012, from 30,670 property crimes in 2011 to 29,709 property crimes in 2012, a 3.1% decrease. Burglary decreased by 4.3%, theft decreased by 4.6%, auto theft increased by 4.7%, and arson increased by 7.7%.

Violent crime (homicide, rape, aggravated assault, and robbery) has declined 16% over the past six years, while property crime (burglary, theft, auto theft, and arson) has declined 22% since 2007.

29. The UCR program, the methodology used to compare crime rates of major city police departments, uses two hierarchical categories to classify crime. Violent crime includes homicide, rape, robbery, and aggravated assault. Property crime includes burglary, theft, auto theft, and arson. Additional information on the UCR program can be found at the FBI's website, at <http://www.fbi.gov/ucr/ucr.htm>.



Chief of Police Edward Flynn. Photo courtesy: Milwaukee Police Department

Table 8. UCR Statistics

	2007	2008	2009	2010	2011	2012	Total	'07-'12 Change
Murder and Non-negligent Manslaughter	105	71	72	95	87	92	522	-12.4%
Rape	236	205	205	195	204	219	1,264	-7.2%
Robbery	3,543	3,249	3,181	2,947	3,378	2,932	19,230	-17.2%
Aggravated Assault	5,170	4,989	3,924	3,737	3,256	4,333	25,318	-16.2%
Burglary	6,217	6,350	6,578	6,207	7,080	6,775	39,117	9%
Larceny-Theft	24,402	23,795	23,479	21,231	19,028	18,159	130,094	-25.6%
Motor Vehicle Theft	7,752	6,541	4,875	4,329	4,562	4,775	32,834	-38.4%
Arson	349	320	359	249	272	293	1,842	-16%
TOTAL VIOLENT CRIME	9,054	8,514	7,382	6,974	6,925	7,576	46,425	-16.3%
TOTAL PROPERTY CRIME	38,371	36,686	34,932	31,767	30,670	29,709	202,135	-22.6%

APPENDIX 1: RELEVANT WEBSITES

City of Milwaukee

⇒ <http://www.city.milwaukee.gov>

Milwaukee Fire and Police Commission

⇒ <http://www.milwaukee.gov/fpc>

Milwaukee Fire Department

⇒ <http://www.milwaukee.gov/fire>

Milwaukee Homicide Review Commission

⇒ <http://www.milwaukee.gov/hrc>

Milwaukee Police Department

⇒ <http://www.milwaukee.gov/police>

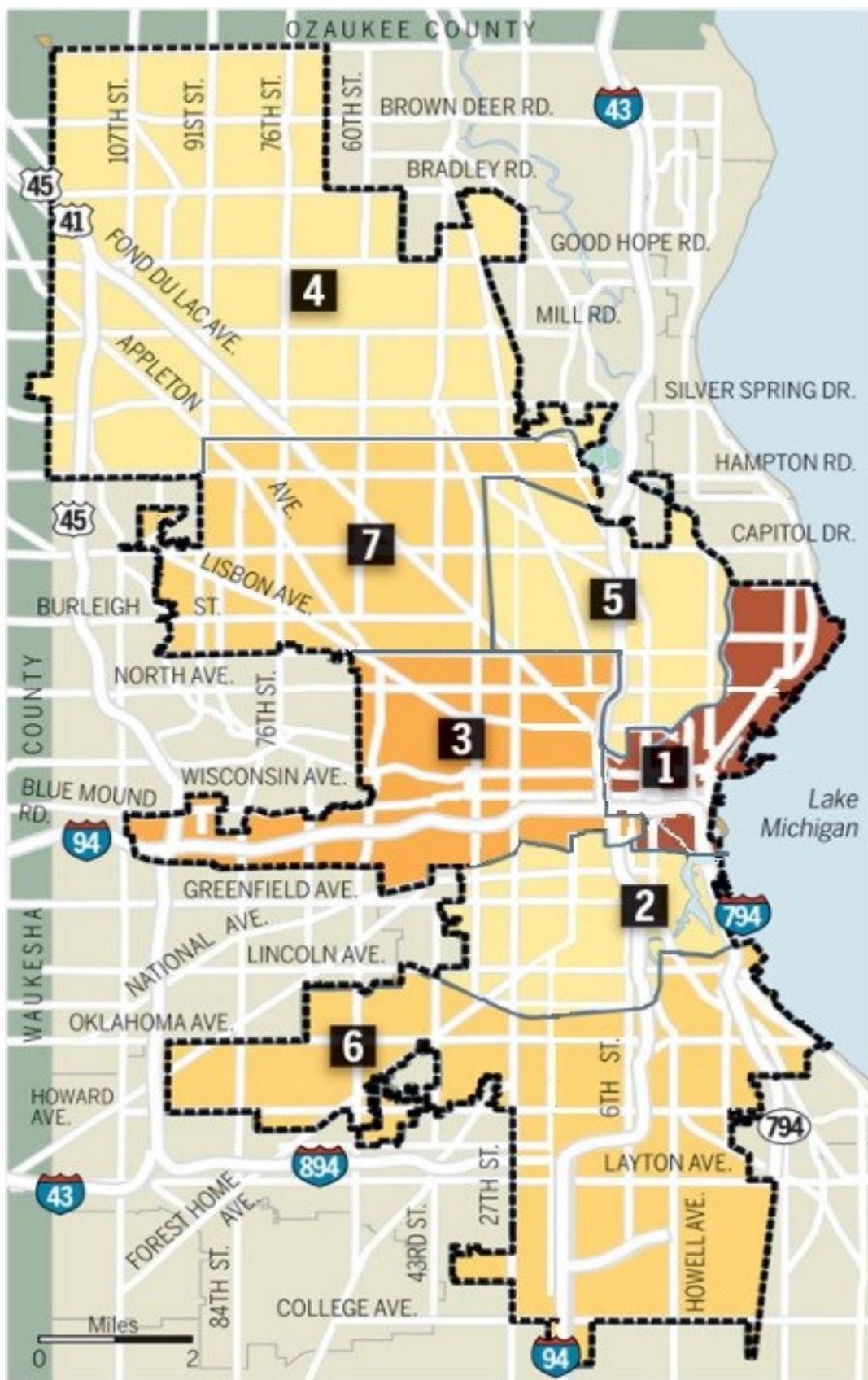
National Association for Civilian Oversight of Law Enforcement (NACOLE)

⇒ <http://www.nacole.org>

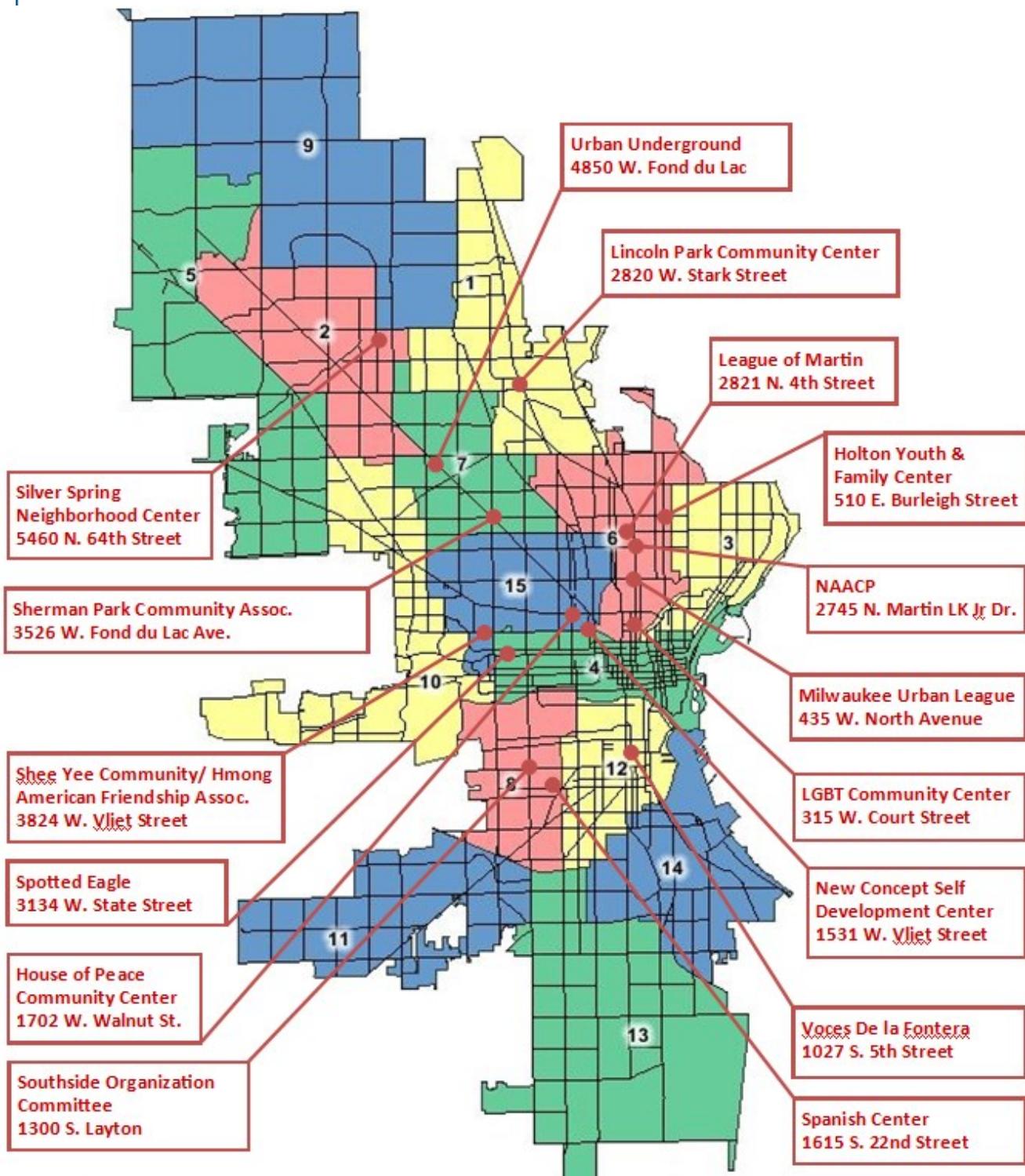
Office of Emergency Management and Homeland Security

⇒ <http://www.milwaukee.gov/officeofhomelandsecurity>

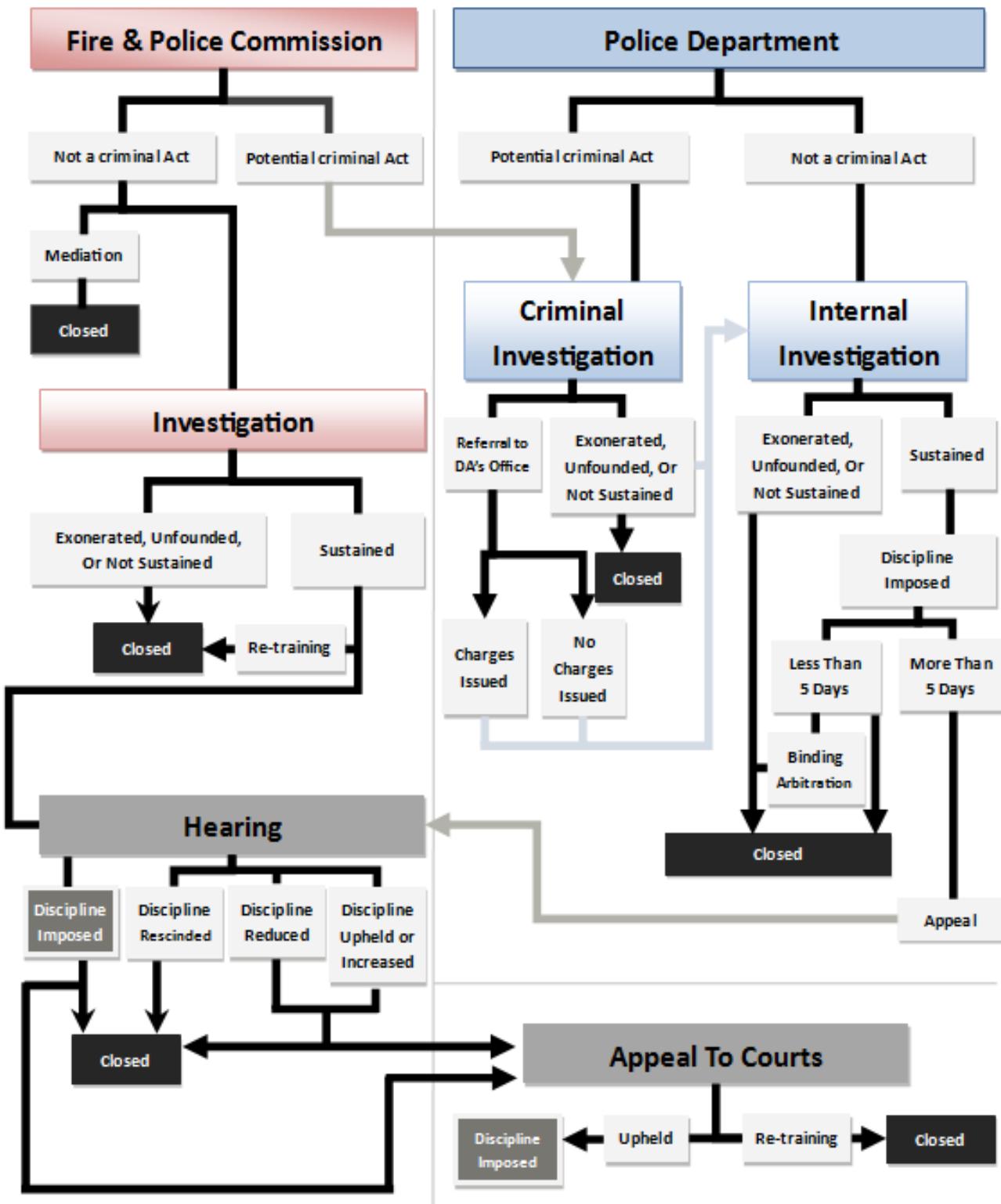
APPENDIX 2: MILWAUKEE POLICE DISTRICTS



Aldermanic Districts



COMPLAINT FILED WITH FPC AND/OR POLICE DEPARTMENT



APPENDIX 5: MFD SWORN POSITION PROFILE

	White	Black	Hispanic	American Indian	Asian	Male	Female	Total
Chief	1	0	0	0	0	1	0	1
Assistant Chief	2	1	0	0	0	3	0	3
Deputy Chief	3	0	0	0	0	3	0	3
Battalion Chief	15	3	0	0	0	17	1	18
Fire Captain ISOs	3	0	0	0	0	3	0	3
Fire Captain	47	7	2	0	0	51	5	56
Admin Captain	1	0	0	0	0	1	0	1
Vehicle Oper Training Coord	1	0	0	0	0	1	0	1
Fire Lieutenant	121	14	6	0	2	142	1	143
Fire Lieutenant SPC	14	1	0	1	1	17	0	17
Admin LT	1	0	0	0	0	0	1	1
Vehicle Opr Inst	1	0	0	0	0	1	0	1
Paramedic Field Lieutenant	1	0	0	0	0	0	1	1
Fire Paramedic Field Lieutenant	4	0	1	0	0	3	2	5
Heavy Equip Operator	135	20	14	4	1	172	2	174
Firefighter	306	39	33	6	0	373	11	384
Fire Paramedic	38	2	3	0	0	36	7	43
Total	693	87	59	11	4	824	30	854

APPENDIX 6: MFD Non-SWORN POSITION PROFILE

	White	Black	Hispanic	American Indian	Asian	Male	Female	Total
Acctg Asst III	0	1	0	0	0	0	1	1
Admin Asst IV	1	0	0	0	0	0	1	1
A/V Spec II	1	0	0	0	0	1	0	1
Bus Fin Mgr	0	1	0	0	0	0	1	1
Carpenter	2	0	0	0	0	2	0	2
Custodial Wkr II	1	0	0	0	0	1	0	1
Data Base Spec	1	0	0	0	0	0	2	2
Bld/ Equip Maint.	1	0	0	0	0	1	0	1
Dispatch Mgr	1	0	0	0	0	0	1	1
Dispatch Supv	4	0	0	0	0	2	2	4
Equip Comp Air	1	0	0	0	0	1	0	1
Equip Mach	1	0	0	0	0	1	0	1
Equip Mech	8	0	1	0	0	9	0	9
Equip Repairer I	0	0	1	0	0	1	0	1
Equip Repairer II	3	0	0	0	0	3	0	3
Equip Rprs Mgr	1	0	0	0	0	1	0	1
Equip Rprs Supv	1	0	0	0	0	1	0	1
Equip Welder	1	0	0	0	0	1	0	1
Equip Dsptchr	13	2	0	0	0	7	8	15

APPENDIX 6: MFD NON-SWORN POSITION PROFILE

	White	Black	Hispanic	American Indian	Asian	Male	Female	Total
Equip Dispatcher-P/T	0	0	0	0	0	0	0	0
Mechanic Helper	0	0	0	0	0	0	0	0
Fire Personnel Officer	1	0	0	0	0	0	1	1
Fire Tech Service Mgr	1	0	0	0	0	0	1	1
H & S Officer	0	1	0	0	0	1	0	1
Inv Control Asst III	1	1	0	0	0	2	0	2
Mgmt & Acct Off	0	0	0	0	0	0	0	0
Micro Serv Asst	1	0	0	0	0	0	1	1
Ntwrk Coord	2	0	0	0	0	2	0	2
Ntwrk Coord-Sr	1	0	0	0	0	1	0	1
Office Asst I	1	0	0	0	0	0	1	1
Office Asst II	1	0	0	0	0	0	1	1
Office Asst III	2	0	0	0	0	0	2	2
Office Asst IV	1	0	0	0	0	0	1	1
Office Coord	1	0	0	0	0	0	1	1
Office Coord II	0	1	0	0	0	0	1	1
Painter	1	0	0	0	0	1	0	1
Payroll Asst I	1	0	0	0	0	0	1	1
TOTALS	61	14	5	0	0	52	28	80

APPENDIX 7: MPD SWORN POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTALS	
	M	F	M	F	M	F	M	F	M	F	M	F
Chief of Police	0	0	0	0	0	0	0	0	1	0	1	0
Asst Chf of Police	0	0	0	0	0	0	0	0	3	0	3	0
Inspctr of Police	0	0	0	0	0	1	1	0	0	1	1	2
D Inspctr of Police	0	0	0	0	0	0	1	0	1	1	2	1
Captain of Police	1	0	0	0	7	1	1	0	6	3	15	4
Detective	5	0	1	1	33	11	16	1	92	20	147	33
Forensic Invstgtr	0	0	1	0	1	2	2	3	18	6	22	11
ID System Spclst	0	0	0	0	0	0	0	0	1	0	1	0
Police A/V Spclst	0	0	0	0	0	0	0	0	1	0	1	0
Police ID Supvsr	0	0	0	0	1	1	0	0	0	2	1	3
Police Officer	12	4	20	4	178	55	149	27	789	140	1153	231
Police Sergeant	3	0	1	0	39	3	13	4	101	23	157	30
Adm LT of Police	0	0	0	0	0	0	0	0	1	0	1	0
Police LT	1	1	0	0	7	3	7	0	29	5	44	9
Admin. LT	0	0	0	0	0	0	0	0	0	0	0	0
Admin. LT Health & Safety	0	0	0	0	0	0	0	1	0	0	0	1
Police Alarm Oprtr	0	0	0	0	0	1	1	0	2	2	3	3
Court Liaison Offcr	0	0	0	0	0	1	0	0	0	0	0	1
Doc Examiner	0	0	0	0	1	0	0	0	0	0	1	0
Frnsc Vid Exmnrr	0	0	0	0	2	1	0	0	0	0	2	1
Chief Ltnt Print Ex	0	0	0	0	0	0	0	0	1	0	1	0
Ltnt Print Ex	0	0	0	0	0	0	0	0	4	0	4	0
TOTALS	22	5	23	5	269	80	191	36	1050	203	1560	330

APPENDIX 8: MPD CIVILIAN NON-MANAGEMENT POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Accountant I	0	0	0	0	0	0	0	0	0	1	0	1
Accounting Assistant I	0	0	0	0	0	1	0	0	0	1	0	2
Accounting Assistant II	0	0	0	0	0	1	0	0	0	1	0	2
Administrative Assistant I	0	0	0	0	0	2	0	0	0	0	0	2
Administrative Assistant II	0	0	0	0	0	0	0	0	0	5	0	5
Administrative Assistant IV	0	0	0	0	0	0	0	0	0	2	0	2
Audiovisual Specialist II	0	0	0	0	0	0	0	0	0	0	0	0
Crime Analyst	0	0	0	0	0	0	0	0	2	2	2	2
Electronic Technician	0	0	0	0	1	0	0	0	5	0	6	0
Electronic Tech Assistant	0	0	0	0	0	0	0	0	3	0	3	0
Graphic Designer II	0	0	0	0	0	0	0	0	0	1	0	1
Help Desk Specialist I	0	0	0	0	0	1	0	0	1	2	1	3
Help Desk Specialist II	0	0	0	0	0	2	0	0	0	0	0	2
Inventory Control Assistant II	0	0	0	0	0	0	0	0	1	0	1	0
Inventory Control Assistant III	0	0	0	0	0	0	0	0	1	0	1	0
Lead Police Tele-communicator	0	0	0	0	0	1	0	1	0	4	0	6
Mail Processor	0	0	0	0	0	2	0	0	0	0	0	2
Microfilm	0	0	0	0	0	0	0	1	0	0	0	1
Media Producer I	0	0	0	0	0	0	0	0	1	0	1	0
Office Assistant I	0	1	1	0	0	1	0	0	0	2	1	4
Office Assistant II	0	0	1	0	4	22	0	3	1	23	6	48
Office Assistant III	0	0	0	0	0	8	0	1	0	13	0	22
Office Assistant IV	0	0	0	0	0	3	0	0	0	8	0	11

APPENDIX 8: MPD CIVILIAN NON-MANAGEMENT POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Personnel Payroll Assistant I	0	0	0	0	0	0	0	0	0	1	0	1
Personnel Payroll Assistant II	0	0	0	0	0	1	0	1	0	0	0	2
Personnel Payroll Assistant III	0	0	0	0	0	0	0	0	0	1	0	1
Police Aide	1	0	0	0	6	4	13	1	29	3	49	8
Police Dispatcher	0	0	0	1	1	23	2	3	5	18	8	45
Police District	0	2	0	1	1	13	0	3	0	20	2	39
Police Services Specialist*	0	0	0	0	1	0	0	0	9	0	10	0
Police Services Specialist-Invest.**	1	0	0	0	7	1	0	0	17	3	25	4
Police Tele-communicator	0	1	1	0	2	22	0	7	1	11	4	44
Printer	0	0	0	0	0	0	0	0	1	0	1	0
Production	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	0	0	1	0	0	0	0	0	0	0	1
Programmer Analyst I	0	0	0	0	0	1	0	0	0	0	0	1
School Crossing Guard (Reg/Sub)	0	2	0	1	44	65	4	12	29	49	77	130
School Crossing Guard Dsptcher	0	0	0	0	0	1	0	0	0	1	0	2
School Crossing	0	0	0	0	0	3	0	0	0	0	0	3
Teller	0	0	0	0	0	0	0	1	0	0	0	1
Transcriptionist II	0	0	0	0	0	1	0	0	0	1	0	2
Transcriptionist III	0	0	0	0	0	1	0	0	0	2	0	3
Video Electronic	0	0	0	0	0	0	0	0	1	0	1	0
TOTALS	2	6	3	4	68	180	19	34	107	172	199	400

*Police Services Specialist= 3 full time + 7 half time = 10 total positions

**Police Services Specialist Investigator = 17 full time + 12 half time = 29 total positions

APPENDIX 9: MPD DC 48 POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Building Maintenance Mechanic II	0	0	0	0	1	0	0	0	3	0	4	0
Custodial Worker II	0	0	0	0	10	4	2	0	13	6	25	10
Garage Attendant	0	0	0	0	3	0	1	0	3	0	7	0
Heating/Vent Mechanic II	0	0	0	0	0	0	0	0	3	0	3	0
Vehicle Services Assistant	0	0	0	0	0	0	0	0	1	0	1	0
TOTALS	0	0	0	0	16	4	3	0	23	6	40	10

APPENDIX 10: MPD CIVILIAN MANAGEMENT POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Accountant III	0	0	0	0	0	0	0	0	0	1	0	1
Administrative Specialist Senior	0	0	0	0	0	0	0	0	0	1	0	1
Administrative Services Specialist	0	0	0	0	0	0	0	0	0	0	0	0
Building Maintenance Assistant Manager	0	0	0	0	0	0	0	0	3	0	3	0
Building Maintenance Supervisor II	0	0	0	0	0	0	0	0	3	0	3	0
Chief of Staff - Police	0	0	0	0	0	0	0	0	1	0	1	0
Crime & Intelligence Specialist	0	0	0	0	0	0	0	0	0	1	0	1
Data Communications Specialist	0	0	0	0	0	0	0	0	1	0	1	0
Data Services Manager	0	0	0	0	0	0	0	0	0	1	0	1
Electronic Technician Supervisor	0	0	1	0	0	0	0	0	0	0	1	0
Human Resources Analyst Senior	0	0	0	0	0	1	0	0	0	0	0	1
Information Systems Manager	0	0	1	0	0	0	0	0	0	0	1	0
Network Coordinator Senior	0	0	0	0	0	2	0	1	1	1	1	4
Network Manager	0	0	0	0	0	0	0	0	1	0	1	0
Office Supervisor II	0	0	0	0	0	0	0	0	0	2	0	2
Personnel Analyst Senior	0	0	0	0	0	0	0	0	0	0	0	0
Human Resources Specialist	0	0	0	0	0	1	0	0	0	0	0	1
Health and Safety Specialist	0	0	0	0	0	1	0	0	0	0	0	1
Police Budget and Administrative Mngr.	0	0	0	0	0	0	0	0	1	0	1	0
Police Facilities Manager	0	0	0	0	0	0	0	0	1	0	1	0

APPENDIX 10: MPD CIVILIAN MANAGEMENT POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Police Financing and Planning Manager	0	0	0	0	0	0	0	0	1	0	1	0
Police Fleet Manager	0	0	0	0	0	0	0	0	1	0	1	0
Police Information Systems Director	0	0	0	0	0	0	0	0	1	0	1	0
Police Payroll Supervisor	0	0	0	0	0	0	0	0	0	1	0	1
Printing, Stores and Buildings Supervisor	0	0	0	0	0	0	0	0	1	0	1	0
Public Relations Manager	0	0	0	0	0	0	0	0	0	1	0	1
Safety Specialist Senior	0	0	0	0	0	1	0	0	0	1	0	2
Staff Assistant Senior	0	0	0	0	0	0	0	0	0	1	0	1
Systems Analyst Senior	0	0	0	0	0	0	0	0	1	0	1	0
Systems Security Administrator	0	0	0	0	0	0	0	1	0	0	0	1
Telecommunications Specialist	0	0	0	0	0	0	0	0	0	1	0	1
TOTAL	0	0	2	0	0	7	0	2	16	12	12	21

The 2012 Annual Report of the Fire and Police Commission designed and compiled by
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