

# 2008 Annual Report



City of Milwaukee  
Fire and Police Commission

Tom Barrett  
Mayor

Michael Tobin  
Executive Director

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# TABLE OF CONTENTS

MESSAGE FROM THE MAYOR .....	5
MESSAGE FROM THE EXECUTIVE DIRECTOR .....	6
FIRE AND POLICE COMMISSION.....	8
History .....	8
Guiding Principles .....	9
Citizen Board Members .....	9
Professional Staff.....	12
BUDGET .....	15
DEPARTMENT HIGHLIGHTS .....	17
Fire and Police Commission.....	17
Fire Department .....	18
Police Department .....	19
COMMUNITY RELATIONS .....	20
CITIZEN COMPLAINT PROCESS .....	21
Background .....	21
Complaint Procedures .....	22
Methods of Complaint Resolution.....	22
2008 Citizen Complaint Statistical Review .....	25
DISCIPLINES .....	29
Fire Department .....	29
Police Department .....	29
Discipline Appeals Process Summary .....	30
Discipline Appeals Filed in 2008 .....	31
APPOINTMENTS, PROMOTIONS, AND SEPARATIONS .....	32
Procedures.....	32
Fire Department .....	32
Police Department .....	34
PUBLIC SAFETY STATISTICAL REVIEW .....	37
Fire Department .....	37
Police Department .....	38
APPENDIX 1: List of Relevant Websites .....	42
APPENDIX 2: Wisconsin Statute Section 62.50 .....	43
APPENDIX 3: Milwaukee City Charter Chapter 22.10.....	49
APPENDIX 4: Milwaukee Code of Ordinances Chapter 314 .....	50
APPENDIX 5: FPC Community Partner Organizations.....	52
APPENDIX 6: Milwaukee Fire Department Sworn Position Profile .....	54
APPENDIX 7: Milwaukee Fire Department Non-Sworn Position Profile .....	55
APPENDIX 8: Milwaukee Police Department Sworn Position Profile .....	57
APPENDIX 9: Milwaukee Police Department Civilian Non-Management Position Profile .....	59
APPENDIX 10: Milwaukee Police Department DC 48 Position Profile .....	61
APPENDIX 11: Milwaukee Police Department Civilian Management Position Profile .....	62
APPENDIX 12: City of Milwaukee Police Districts .....	64
APPENDIX 13: City of Milwaukee Aldermanic Districts.....	65
APPENDIX 14: Accidents and Intersections .....	66

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## MESSAGE FROM THE MAYOR



The mission of the Milwaukee Fire and Police Commission (FPC) is to ensure that the Fire and Police Departments are prepared to protect the lives and property of the citizens of Milwaukee. To this end, my office commissioned a special study to identify needed changes in the organization of the Fire and Police Commission. In 2008, many of the organizational improvements began in earnest.

As a result of the study, Executive Director Michael Tobin was appointed and began a series of organizational changes that have significantly altered many department operations within the FPC. The organizational changes have been implemented to address community concerns and increase transparency. Effective citizen oversight of our Fire and Police Departments is essential to providing quality public safety services to our community.

Under the combined guidance of Fire Chief Douglas Holton, Police Chief Edward Flynn, and the members of the Fire and Police Commission, our public safety departments make Milwaukee a safe place to live. The FPC provides direct citizen input on the policies and standards followed by the Fire and Police Departments while ensuring that community members are treated respectfully and fairly in our efforts to provide public safety services.

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 FPC, provide the highest quality services to the City of Milwaukee.

-Tom Barrett  
Mayor of Milwaukee

## MESSAGE FROM THE EXECUTIVE DIRECTOR



The 2008 Annual Report reflects the changes that are taking place in the Fire and Police Commission (FPC). The new format of this report enhances our ability to inform the public of our efforts to ensure the safety of all persons that work, visit, or live in the City of Milwaukee.

This report highlights many of the reforms that were initiated in 2008. One of our primary areas of emphasis is to monitor the quality and effectiveness of the Fire and Police Departments' policies, standards, and procedures through appropriate utilization of the FPC's statutory authority to oversee the departments' operations. In 2008, we made significant improvements in our ability to provide policy direction and properly perform our role of citizen oversight. Many of the reforms we have initiated are specifically aimed at increasing customer satisfaction, being responsive to community concerns, and increasing the transparency of the myriad of functions performed by the FPC.

From improving the testing and recruiting processes for new employees to eliminating the backlog of disciplinary appeal hearings, the FPC has been working diligently to perform its functions more efficiently. Reforms also include a new citizen complaint system that encompasses the latest innovations in civilian oversight. The system includes independent investigations by FPC investigators, a Rapid Resolution Complaint Inquiry program, mediation, and, most importantly, an emphasis on citizen satisfaction. A record number of citizen complaints filed directly with the FPC in 2008 are indicative of a renewed confidence in our revised complaint system. We have provided easier access for filing complaints through our upgraded website and community outreach locations. Community members can also compliment our public safety employees for performing an exemplary job through our new commendation program.

The public safety departments were also busy with many initiatives. The Fire Department's initiatives, such as Project Focus and Survive Alive House, together

with a well-equipped and trained department, helped contribute to the second-lowest number of fire deaths in 51 years of record-keeping. Police Department initiatives, such as a new data-driven crime analysis system, redeployment of personnel through the Neighborhood Task Force, and an emphasis on community policing and leadership development at all levels of the department, helped contribute to the lowest homicide rate in 23 years. In addition, a drop in the violent crime rate by 10% meant that there were about 3,000 fewer crime victims in the city of Milwaukee in 2008.

With the 2008 Annual Report, we strive to keep you informed of the multifaceted work that the FPC does everyday. A professional staff and a group of dedicated citizen-commissioners have helped the FPC continue to move toward its goal of providing an improved system of effective citizen oversight. Great strides were taken in 2008, and we look forward to building upon these initiatives in 2009.

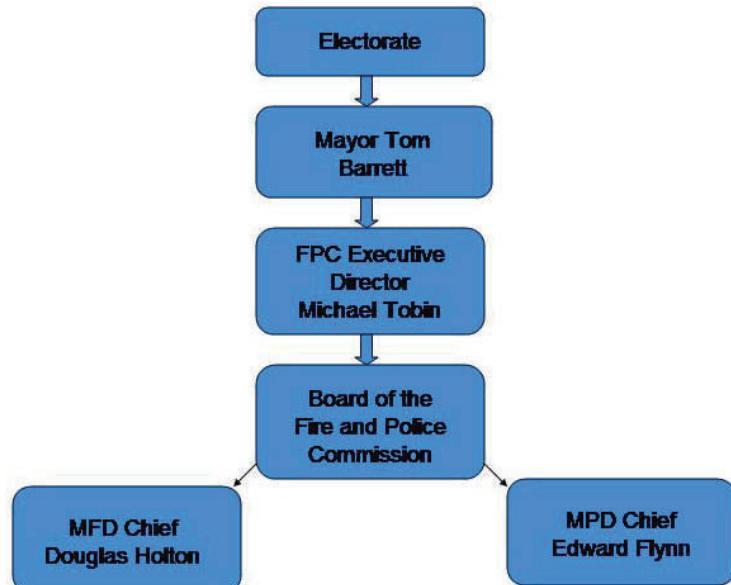
-Michael G. Tobin  
Executive Director

# FIRE AND POLICE COMMISSION

Under state law and the City Charter, the Fire and Police Commission oversees the Fire Department and Police Department (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 the Fire and Police Departments, rendering decisions in appeals by members of either department who have been disciplined by their Chief, independently investigating and monitoring citizen complaints, and disciplining employees for misconduct.

The FPC, supported by a full-time professional staff, exercises its oversight function through regular meetings with both department Chiefs and their staff, 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.

Chart 1. Organizational Chart



The seven part-time citizens that serve as 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 city of 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 Fire and Police Commission 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 the Fire or Police Departments, 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 Fire and Police Commission 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 with the Citizen Complaint Program;
- Improving community relations and enhancing public confidence; and
- Identifying and reducing racial, social, and economic disparities in the community.

In 2008, the Fire and Police Commission employed numerous strategies to provide effective public safety services to the citizens of Milwaukee, including:

- Performing policy review and analysis concerning police and fire services, such as crime reduction strategies, fire prevention and suppression, and citizen complaints;
- Fully implementing the Citizen Complaint Pilot Program to address allegations of employee misconduct;
- Implementing 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 diverse public service departments.

## CITIZEN BOARD MEMBERS

The Board of the Fire and Police Commission is the statutory title for the civilian body that oversees and prescribes general policies, standards, and rules in the Milwaukee Fire Department and the Milwaukee Police Department. 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 citizen complaints against Fire or Police Department employees. The FPC citizen board is comprised of seven part-time citizen members, and a full-time professional staff led by an Executive Director.

The FPC citizen board conducts a formal quarterly and annual review of the operations of the Milwaukee Fire and Police Departments. 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, as well as 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 citizen board members serve on panels to make decisions on citizen complaints and appeals from disciplines. They also visit fire and police stations, do “ride-alongs” with both services, and attend community meetings to assist in their role of policy oversight. Newly appointed board members attend a training program that includes the Citizen Police Academy and Firefighter For a Day to acquaint them with department procedures.

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 and in various community locations. The citizen board has three standing committees that meet periodically: the Committee on Complaints and Discipline, the Committee on Policies and Standards, and the Committee on Testing and Recruiting. The citizen board also holds various disciplinary appeal and citizen complaint hearings. These meetings are also open to the public, and members of the community are encouraged to attend. The meeting time, location, and agenda are published in advance on the FPC website<sup>1</sup>.



The FPC's authority and responsibility are set forth in Wisconsin Statute Section 62.50 (see Appendix 2), the Milwaukee City Charter Chapter 22.10 (see Appendix 3), and the Milwaukee Code of Ordinances Chapter 314 (see Appendix 4). 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 FPC 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 2008:

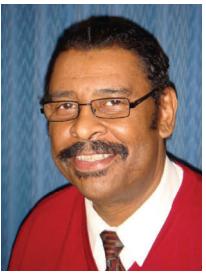


**Ernesto A. Baca** was originally appointed to the Board in July 2001, and became Chair of the Testing and Recruiting Committee in November 2008. He was Vice-Chair of the Board of Fire and Police Commissioners from 2006 to October 2008. Mr. Baca is the Contract Manager at UMOS, Inc. (United Migrant Opportunity Services), an agency which provides workforce development and other social services. He was previously Chief Financial Officer for the 16th Street Community Medical Health Center. Mr. Baca is a Board Member and Treasurer of the Wisconsin Hispanic Scholarship Foundation, and a past Board member of Easter Seals of Southeast Wisconsin. His term expires in July 2011.

1. <http://www.city.milwaukee.gov/fpc/Meetings>



**Earl Buford** was appointed to the Board in November 2004 and has served as Chairman of the Committee on Rules and Complaints. He currently serves as Executive Director of BIG-STEP, Inc., the Building Industry Group-Skilled Trades Employment Program, as Community Outreach Consultant for the Multicultural Center for Educational Excellence, and as owner of Buford and Galvan Management and Consulting, LLC. He also serves on the board of the State of Wisconsin Apprenticeship Advisory Council, the Menomonee Valley Partners, and the Milwaukee Community Services Corps. Mr. Buford received his Bachelor's Degree in History from the University of Wisconsin-Milwaukee.



**Richard C. 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. 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).



**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.



**Carolina Maria Stark** was appointed to the Board in July 2008, and elected Vice-Chair in October 2008. Her term will expire in 2012. 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 volunteered with Big Brothers Big Sisters from 2000 to 2007, served as a City of Milwaukee Election Inspector in February and April 2008, and has been Treasurer of Historic Concordia Neighbors, Inc. since 2007 and a member of that organization since 2002.



**Paoi X. Lor** was appointed to the Board in September 2008, and her term will expire in 2011. 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. Ms. Lor also has experience as a real estate consultant. 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.



**Leonard Sobczak** was appointed to the Board in October 2000 and re-appointed to a second term in 2005. He has served as a member of the Policy Review Committee, as Chairman of the Committee on Rules and Complaints, as Chairman of the Board of the Fire and Police Commissioners, and on numerous trial panels involving citizen complaints and disciplinary appeals. He is the President-Principal of Eastmore Real Estate Management, Inc. He graduated from the University of Wisconsin-Madison with a degree in Business.



**Robert "Woody" Welch** was appointed to the Board in July 1997 and re-appointed in September 2002. He retired from the Board in July 2008. He had served as Chairman of the Committee on Rules and Complaints, Chairman of the Policy Review Board, and Chairman of the Board. Mr. Welch had most recently served as Director of Intergovernmental Relations for Milwaukee County. Prior to this, he held the same position for the City of Milwaukee. He also served as Director of Communications, among other positions, for Mayor Henry Maier. Mr. Welch graduated from Marquette University.

## PROFESSIONAL STAFF

A ten-person staff, headed by Executive Director Michael Tobin, is responsible for carrying out FPC functions. 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. 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 police chiefs and two Milwaukee fire chiefs. He is a U.S. Army combat veteran and in 2005-2006 was appointed to manage the U.S. military program to reconstruct the civilian justice system nation-wide for the country of Afghanistan.

**David L. Heard** is the FPC's Community Relations Manager. He 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, Milwaukee Fire Department, and the Milwaukee Police Department on all personnel related matters. He serves on the Board of COA Youth and Family Centers Children's Service Society of Wisconsin (CSSW) and the Milwaukee Commission of Police Community Relations (MPCR). Mr. Heard attended the University of Wisconsin-Milwaukee.

**Renee Keinert** is Program Assistant III to the Executive Director<sup>2</sup>. She serves as the confidential assistant to the Executive Director and members of the Board of Fire and Police Commission. Ms. Keinert prepares for review and approval 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.

**Sharon Paronto** is the FPC's part-time Clerical Assistant. Ms. Paronto has worked part-time for the FPC since April 2008, updating files and doing various office clerical work. She attended the University of Wisconsin-Whitewater. Ms. Paronto previously worked for the Transit System, before starting with the City of Milwaukee in 1975. She retired from the City in 2002, after holding the same job with the Department of Employee Relations for almost 28 years.

#### *Monitoring/Oversight Staff*

**Steven Fronk** is the FPC's Research and Policy Specialist, as well as a licensed attorney in the State of Wisconsin. He also acts as the Hearing Examiner for citizen complaints and disciplinary trials. Mr. Fronk attended the University of Wisconsin-Madison and Marquette University, and he received his law degree from Marquette Law School. Before joining the FPC, Mr. Fronk was engaged in the private practice of law in Milwaukee for 10 years. He served as the Mayor's representative for the Urban Area Security Initiative from 2004 to 2005, and currently serves on the Executive Board of the Milwaukee Homicide Review Commission.

**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. Ms. Janusz screens requests for service, prepares and maintains citizen complaint and disciplinary appeal files, coordinates scheduling of pretrials and trials, responds to open record requests, and prepares requests for residency exemption.

**Susan Bodden** served as interim Investigator of Citizen Complaints from March 2008 to February 2009<sup>3</sup>. Ms. Bodden is a graduate of the University of Wisconsin-Platteville with a degree in Criminal Justice. She was previously employed as an officer with the Milwaukee Police Department and as a Police Services Specialist-Investigator in the Background Investigation Unit of MPD's Professional Performance Division.

2. One Office Assistant position was vacant in 2008.

3. Two Investigator/Auditor positions were vacant in 2008.

## ***Research Staff***

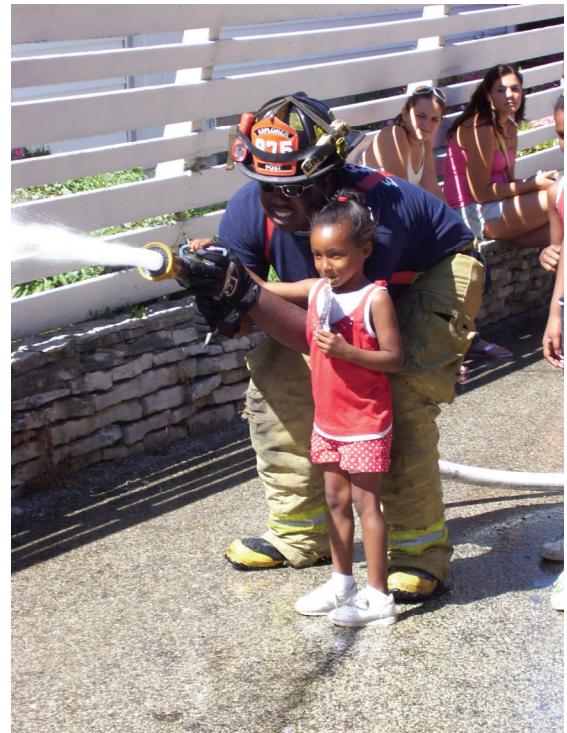
**Joan Dimow** is the FPC's Research Assistant<sup>4</sup>. Ms. Dimow studies public safety issues such as crime, fires, personnel needs, and budget allocations. Her research and recommendations provide advice to the Executive Director, the Board of the Fire and Police Commission, and the Fire and Police Chiefs. Ms. Dimow attended Connecticut College and received her Bachelor of Arts degree from Quinnipiac University, and received her Master's Degree in Urban Studies from the University of Wisconsin-Milwaukee. She has previously worked as an office manager of a drug dependence clinic, editorial assistant in the Yale University Department of Radiology, and an analyst at Milwaukee Children's Hospital.

**Nia Norris** is a Graduate Intern with the FPC. Ms. Norris conducts research and analysis of various public safety issues, and assists the Executive Director with special projects. She received her Bachelor's degree from the University of Wisconsin- Madison and is currently pursuing a Master's Degree in Health Care Administration at Marquette University.

## ***Department of Employee Relations***

The following staff members from the Department of Employee Relations recruited candidates and administered examinations under Fire and Police Commission supervision:

**Marti Cargile**, Recruiting and Training Specialist  
**Cassandra Scherer**, Human Resources Representative  
**Timothy Keeley**, Human Resources Representative  
**Michelle Stein**, Human Resources Representative  
**Susan Liedtke**, Program Assistant II



4. One Research and Policy Analyst Position was vacant in 2008.

## BUDGET

In 2003, the Fire and Police Commission was merged with the Department of Employee Relations (DER) in an effort to capitalize on the similar nature of the two organizations' personnel functions and to reduce administrative overlap between the two departments. Subsequently, the Fire and Police Commission underwent increased public scrutiny and was criticized for an inability to conduct proper citizen oversight of the Fire and Police Departments. The FPC was also scrutinized for its lack of public relations and community outreach initiatives.

The Mayor's Office commissioned the Police Assessment Resource Center (PARC) to recommend improvements to the Fire and Police Commission, and a formal study was completed in June 2006. Using the PARC recommendations as a foundation for improving the visibility and effectiveness of the Fire and Police Commission, the city determined that the FPC should separate from DER and return to its pre-2003 organizational structure as an independent city agency.

In 2007, the FPC formally separated from the Department of Employee Relations, began the process of hiring additional staff, and launched a search for a new Executive Director. As part of the transition, a resolution was approved by the Fire and Police Commission to delegate the FPC's employment examination functions, except for the hiring of Police and Fire Chiefs, to the Department of Employee Relations. In 2008, the transition to a new and more effective organization began.

The 2008 budget provides funding to fully staff the Fire and Police Commission (see Table 1). The FPC was able to strengthen its citizen complaint program, investigatory powers, and policy review functions through the addition of two Complaint Investigators, a Research and Policy Analyst, and an Office Assistant (see Table 2). These staff members improved the critical functions of analyzing various organizational policies, identifying patterns and trends, and recommending improvements. The policy oversight function was also aided by the addition of a Fire and Police Commission Oversight Special Fund to strengthen the FPC's ability to

Table 1. 2008 Budget Summary

	2006 Actual Expenditures	2007 Adopted Budget	2008 Adopted Budget	Changes in 2008 Adopted versus 2007 Adopted
<b><u>Personnel</u></b>				
FTEs- Operations and Maintenance	0.00	7.00	8.5	1.5
FTEs-Other	0.00	0.00	0.00	0.00
Total Positions Authorized	0	16	16	0
<b><u>Expenditures</u></b>				
Salaries and Wages	\$0	\$456,905	\$597,359	\$140,454
Fringe Benefits	\$0	\$191,900	\$244,917	\$53,017
Operating Expenditures	\$0	\$46,834	\$65,641	\$18,807
Equipment	\$0	\$2,535	\$12,000	\$9,465
Special Funds	\$0	\$0	\$50,000	\$50,000
<b>Total</b>	<b>\$0</b>	<b>\$698,174</b>	<b>\$969,917</b>	<b>\$271,743</b>

assess the quality and effectiveness of key functions within the Fire and Police Departments. The addition of a new Executive Director and a Community Relations Manager increased outreach activities and solicited feedback from the community to increase public awareness of the FPC. It also led to enhanced public perception of the FPC and Fire and Police Departments. Additional funding was also allocated to increase the number of citizen board members from five to seven. This particular change was implemented by an amendment to state law in 2008.

**Table 2. Detailed Listing of Position and Full Time Equivalents' Changes  
Specific ADDITIONAL positions and associated Full Time Equivalents (FTEs) as follows:**

<b>Position Title</b>	<b>Positions</b>	<b>O &amp; M FTEs</b>	<b>Non O% M FTEs</b>
<b>Office Assistant</b>	1	1.00	--
<b>Research and Policy Analyst</b>	1	1.00	--
<b>Investigator</b>	2	-0.50	--
<b>Commissioner</b>	2	--	--
<b>Total</b>	<b>6</b>	<b>1.50</b>	<b>--</b>

# FIRE AND POLICE COMMISSION

## DEPARTMENT HIGHLIGHTS

The Fire and Police Commission, Fire Department, and Police Department experienced significant organizational and operational changes in 2008. Some of the changes were a result of external factors, such as fiscal considerations, but most were the result of internally-generated initiatives to improve the departments' operations. Selected initiatives from each department are highlighted here.



- The Common Council authorized four new full-time staff positions (two Investigators, one Office Assistant, and one Research and Policy Analyst) to enhance FPC operations and fulfill its statutory duties.
- The Common Council passed an ordinance mandating public safety training for FPC citizen board members, reflecting recent state law changes to improve the operations of the FPC.
- State law changed to expand the FPC from five to seven citizen board members, with a quorum of three for trials, and eliminated pay for terminated police officers charged with most types of criminal offenses.
- FPC started quarterly monitoring and review of MPD crime data systems and officer overtime.
- FPC initiated web-based citizen commendation program for citizens to compliment employees of MFD and MPD.
- FPC citizen board members trained on open records and open meetings law, and new citizen board members attended Citizen Police Academy and Firefighter For A Day training.
- Independent Hearing Examiners began new program of conducting disciplinary appeals.
- FPC contracted with software vendor to install a misconduct investigations management program shared with MPD to improve oversight of citizen complaint investigations.
- FPC pilot citizen complaint procedure approved and began operation, including independent investigations of complaints, a Rapid Resolution Complaint Inquiry program, and a professional mediation program.
- FPC initiated review of completed MPD misconduct investigations.
- FPC began telephone complaint inquiry program.
- Community partner organization locations established for citizens to file complaints of misconduct. Complaints can now be initiated via web, fax, mail, in-person, email, or through community partners.

- FPC complaints, disciplinary reports, citizen board member information, hyperlinks to supporting documents, and downloadable agenda and calendar items were made available via new web-based information system.
- The FPC citizen board's committee structure was revised to provide better oversight over the three primary areas of statutory responsibility. The new committees are Complaints and Discipline, Policies and Standards, and Testing and Recruiting.
- New Management Performance Review process was initiated city-wide, including FPC staff and department Chiefs.
- FPC began schedule of regular meetings in community locations to increase outreach.
- FPC contracted with outside vendor to begin citizen and officer satisfaction survey of citizen complaint system to identify potential areas for improvement.
- Record 120 new citizen complaints filed in 2008, with 137 complaints resolved in 2008.
- Thirty-six disciplinary appeals closed, and the backlog of MPD disciplinary appeals eliminated.
- FPC staff participated in more than 120 community meetings in 2008 to increase transparency and public awareness of the functions of the FPC.

## FIRE DEPARTMENT

- MFD reported 6 fire fatalities in 2008, the lowest since 2002 and a 58% decrease from 2007.
- The FPC citizen board approved a new selection process for Fire Battalion Chief, incorporating oral assessments and an outside agency review.
- FPC reviewed MFD's new leadership development program, which aims to improve leader development in the command ranks.
- The first Firefighter recruitment in five years included applications accepted online and paper applications accepted at Fire Headquarters and all Milwaukee fire houses. A total of 5,610 Firefighter applications received.
- MFD developed a Significant Injury Plan to reduce employee time lost due to injury.
- MFD offered 21 different public safety educational programs for the public.



# POLICE DEPARTMENT

- MPD reported a 32% decline in homicides and a 10% decline in all violent crime in 2008.
- Edward Flynn, formerly the Police Commissioner in Springfield, Massachusetts, sworn in as Chief of Police on January 8, 2008.
- The FPC citizen board endorsed a new selection process for Assistant Chief, Deputy Inspector, and Inspector, which would utilize outside expert consultants.
- The FPC citizen board endorsed development of a values-based organizational model of rules, regulations, Standard Operating Procedures, and guidelines.
- MATRIX vendor presented Patrol Resource analysis report on MPD patrol staffing.
- Chief Flynn made employee discipline matrix public to enhance expectations of officer conduct.
- The FPC citizen board approved Chief Flynn's request to reclassify executive level command staff, adding the positions of three Assistant Chiefs, Chief of Staff, Fiscal Manager, and Police Information Systems Director.
- Chief Flynn instituted a new employee commendation recognition program, to include presentation of citations and the wearing of citation ribbons, to recognize exemplary service.
- MPD recruiting efforts revitalized with two Sergeants assigned to full-time recruiting duties with the FPC.
- MPD's first Crime and Intelligence Specialist hired, exemplifying new emphasis on data-driven analysis of policing strategies, which was endorsed by the FPC.
- FPC approved MPD's new Leadership in Police Organizations program with the International Association of Chiefs of Police (IACP), to develop leadership education and development at all levels of MPD.
- FPC endorsed new MPD Organizational Chart, including major bureau changes and an increase in accountability and responsibility of command staff.

# COMMUNITY RELATIONS

One of the guiding principles of the FPC is to improve community relations, which involves enhancing confidence in all aspects of public safety. This includes improving community confidence in the FPC as well as the Fire and Police Departments. Effective community relations is a policy goal for the public safety departments and is a function of each individual employee. For most members of the public, the most visible public relations tool they will encounter is the Police Officer or Firefighter doing their job in the community. The FPC considers every employee of the Fire and Police Department a member of the community relations team.

Community relations is interwoven with many of the functions that the FPC routinely performs. From the creation of reader-friendly informational pamphlets to easier access to file a citizen complaint, the FPC has initiated many changes to increase its ability to improve community relations.

One of the significant improvements to community outreach in 2008 was an agreement with 11 community-based organizations to act as community partners with the FPC (see Appendix 5). These organizations provide satellite locations to disseminate information about the FPC and its procedures, in addition to providing and accepting citizen complaint forms. Some of the organizations also provide free legal advice and assistance in the citizen complaint process.

To improve the public's understanding of the FPC and its functions, a new website was launched in 2008<sup>5</sup>. The website provides a wealth of information on FPC functions and public safety. Citizen complaints can be initiated through the website, and information on all public meetings held by the FPC citizen board is available online.

New information pamphlets were developed and distributed to help community members understand what the FPC does, how to file a citizen complaint, and what to do when stopped by the police. The FPC staff participated in more than 120 community meetings outside of City Hall in 2008, and made multiple media appearances to disseminate information about the FPC and increase its transparency to the public.



5. See Appendix 1 for a list of relevant websites.

# CITIZEN COMPLAINT PROCESS

## BACKGROUND

A primary function of the Fire and Police Commission is to provide a viable citizen complaint process to ensure that the Fire and Police Department personnel treat community members with courtesy and respect according to the rules and regulations of the respective department. The citizen complaint system has been under review in order to identify best practices and build a new process that is responsible to community concerns. The new 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 the Fire or Police Department; and
4. Monitor and audit complaints and discipline investigations conducted by the Fire and Police Departments to ensure a fair and thorough process.

Receiving and responding fairly to citizen complaints is critical to the community's perception of the Milwaukee Fire and Police Departments. 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 by the public.

In recognition of the need for a revised complaint procedure, the FPC developed and instituted a pilot program in 2008 to fulfill the goals of the new citizen complaint process. The pilot program continues to be evaluated and any necessary procedural changes or modifications to existing rules will be identified and implemented. The primary components of the new citizen complaint process include independent investigations, a mediation program, and a system to provide rapid resolution of certain allegations.

In 2008, the FPC began independently investigating citizen complaints as part of the new complaint process. Correcting individual employees' misconduct is an important function. Equally of importance is identifying and resolving policy issues related to the departments' organization, supervision, recruitment, or training that may lead to misconduct. To this end, the FPC installed state-of-the-art software in late 2008 that will allow us to monitor, track, and evaluate all citizen complaints filed with the FPC and MPD, both on an individual basis and from a systemic policy basis.

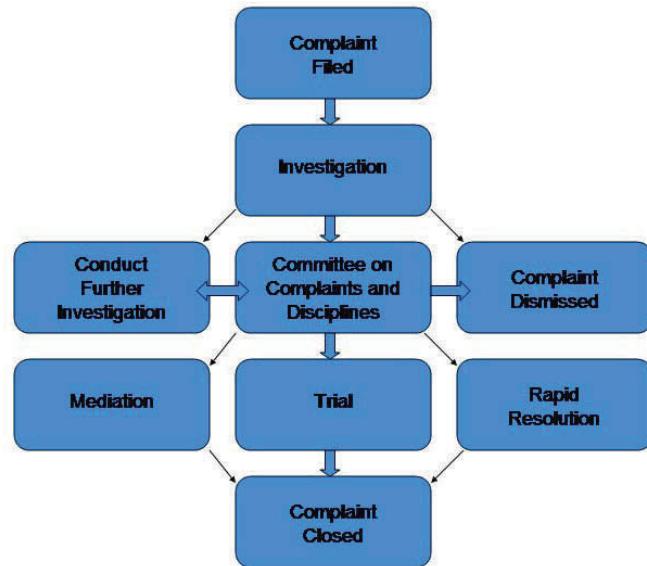
# COMPLAINT PROCEDURES

The Fire and Police Commission has full authority to independently investigate and discipline department employees up to and including termination from employment for acts of misconduct. A person may file a complaint against an employee of the Fire or Police Department for specific acts of inappropriate conduct. Complaints can be initiated in writing, in person, by telephone, by fax, by e-mail, through the FPC website, and through recognized community referral organizations<sup>6</sup>. 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 Complaint Inquiry, or citizen board trial. (See Chart 2 for a graphic depicting the complaint process).

In addition to filing a complaint with the FPC, the Professional Performance Division of the Milwaukee Police Department also receives and investigates complaints filed against MPD officers. 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.

The three primary methods of resolving a citizen complaint filed with the FPC, mediation, Rapid Resolution Complaint Inquiry, and citizen board trial, are described in this section. The description of each resolution method includes an example of an actual citizen complaint that was resolved. The names of the participants have been redacted from the examples.

Chart 2. Citizen Complaint Process



## METHODS OF COMPLAINT RESOLUTION

### *Mediation*

The FPC offers mediation as an alternative to the traditional complaint process since not everyone who has a complaint against an employee wants to see the employee disciplined. Some believe that taking an adversarial approach is not constructive or ultimately helpful to anyone. Some complainants simply want to understand why an employee took a particular action, explain their own actions and perceptions, or discuss how the incident affected them. Others want to retain control over how the complaint gets handled, rather than turning the complaint entirely over to others for decisions and resolutions. Mediation allows complainants an opportunity to address and resolve their concerns, and for both parties to learn from the open discussion and contribute to better community relations.

6. See Appendix 5 for additional information.

The FPC mediation program is a non-adversarial alternative to the regular complaint-handling process; therefore, if the citizen and employee agree to mediation, there will be no FPC citizen board trial and no disciplinary action. When deciding whether to offer mediation as an alternative, the Director will consider whether mediation is likely to:

1. Result in greater complainant satisfaction;
2. Improve citizen understanding of department procedures and actions;
3. Result in improved employee conduct; and
4. Contribute to improved community relations.

Normally a complaint will not be referred to mediation if the complaint involves an allegation of criminal conduct against an employee, use of force involving bodily injury, or if the employee is a witness against the complainant in a pending criminal or traffic prosecution. If the involved employee(s) and complainant agree to mediation, it is referred to a mediator to conduct the mediation. Upon completion of mediation, the complaint is dismissed.

The FPC utilizes 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.

#### Citizen Complaint Allegation

*A citizen filed a complaint stating that he and other civilians witnessed a vehicle accident. While observing the incident, the complainant was told by a Police Officer that he had to move to a different location, and the complainant questioned why he had to move. A Sergeant approached the complainant and questioned him as to why he did not want to listen to the Police Officer when asked to move. The complainant stated that the Sergeant's close proximity, posture, and loud voice made him feel physically threatened. The complainant felt that the Sergeant was speaking loudly to him in an attempt to admonish him in front of everyone at the scene. The complainant did not move to a different location, and the Sergeant had the complainant detained by Police Officers. The complainant felt that the Police Officers treated him roughly, handcuffed his wrists too tightly, and forced him into a police car. The complainant was released at the scene.*

#### Complaint Resolution by Mediation

*Upon investigation of this complaint, no rule violation was identified. It was determined that the best course of action to resolve the complainant's concerns was to have the complainant, Police Officer, and Sergeant participate in mediation. The complainant, his attorney, the Police Officer, Sergeant, and their attorneys met at the Milwaukee Mediation Center for approximately four hours to discuss the issues of the complaint. All parties reached an agreement and understood each others' perceptions of the complaint. The complaint was dismissed.*

### Rapid Resolution Complaint Inquiry

A Rapid Resolution Complaint Inquiry involves complaints of a general nature filed with the FPC and then forwarded to the Fire or Police Department for quick resolution. The individual contacting the FPC is questioning the actions of an employee of the Fire or Police Department concerning a matter that does not, on its face, appear to be a violation of a department rule.

A Rapid Resolution Complaint Inquiry can include, but is not limited to, inquiries into the quality of service provided by a public safety employee or questions concerning the behavior or action taken by the employee. It can also include the propriety of an employee's actions, such as whether the actions or behavior followed proper department policy, procedure, rules, or law. It may also include any questions about general department policy or procedure that can be better answered by the department directly.

The Rapid Resolution Complaint Inquiry process is initiated when a complaint is filed by an individual. After reviewing the complaint, the Director will determine if a resolution could be expedited by involving the

department directly. The employee's district or bureau Captain at the Milwaukee Police Department or the Assistant Chief at the Milwaukee Fire Department is contacted. The Assistant Chief or Captain will either contact the individual themselves, or delegate the matter to the appropriate supervisor in order to provide a "rapid resolution." This process allows a supervisor to find out what happened quickly and resolve any questions or concerns directly with the individual.

The FPC ensures that the individual understands the process and is comfortable in speaking with a department supervisor. Most people agree to speak directly to a supervisor; if a person is uncomfortable doing so, the FPC will independently investigate the complaint.

The Assistant Chief or the Captain contacts the FPC once the complaint inquiry has been resolved. After receiving an explanation of the outcome, the FPC then follows up with the individual. If, for any reason, the individual is not satisfied with the contact by the department supervisor, or if they still have questions, the individual has 30 days in which to contact the FPC with their concerns. If there are none, the complaint is dismissed.

If an agreement cannot be reached through Rapid Resolution Complaint Inquiry, the complaint is reviewed by the FPC to determine if there is enough evidence of a rule violation to refer the complaint for a citizen board trial.

#### Citizen Complaint Allegation

*A citizen filed a complaint stating that her minor children were stopped by Police Officers and, at gun point, were told to put their hands up and get on the ground. The children complied with the Police Officers' commands. The complainant asserted that just because the Police Officers were responding to a report of a young black male with a BB gun, they should not have stopped her children since her children did not fit the description of the person the police were looking for. The complainant felt the white Police Officers were targeting her black children, and that the Police Officers' treatment of the children would have lasting effects on them because black children are seen as future criminals in the eyes of white Police Officers. The complainant stated that her youngest child had been especially traumatized by the event because he feared going outside his home and had nightmares that he is going to be shot.*

**Complaint Resolution by Rapid Resolution Complaint Inquiry**  
*Upon investigation of this complaint, it was determined that the suspect being sought was accompanied by the complainant's children at the time of the stop. No rule or policy violation was identified. The best course of action to resolve the complainant's concerns was to have the complainant and her children speak with the Captain of the district station through our Rapid Resolution Complaint Inquiry process. The Captain first met with the complainant and discussed her concerns, and the Captain determined it would be a good idea for the complainant and her children to see how quickly things can go wrong for Police Officers in a situation like the one they were investigating. The complainant and her children accompanied the Captain to the police academy where the oldest child was able to participate in the hands-on training program Multiple Interactive Learning Objectives (MILO). MILO is a training film in which Police Officers are trained in quick decision making involving firearms. To assist the youngest child with his fear of police, the child became a member of the Police Athletic League where he played pee-wee flag football, coached by police personnel. With the Captain and the complainant discussing the complaint and the children participating in activities with the police, everyone now has a better understanding of why the Police Officers reacted the way they did. The complaint was dismissed.*

## Citizen Board Trial

A citizen board trial is the third method used by the FPC to resolve citizen complaints. If a complaint does not qualify for mediation or Rapid Resolution Complaint Inquiry, and the FPC's investigation determines that enough evidence exists to find 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 and testimony is taken. It is a public meeting that anyone can attend. Evidence, such as reports and witness accounts of what happened, are received. The complainant and employee can call witnesses, present exhibits, and testify. Each party can question the other party at the trial. All trials are videotaped and have a court reporter recording the testimony. Upon conclusion of the trial, the citizen board is provided with the proposed Findings of Fact and Decision by the hearing examiner. The citizen board then reviews the evidence, including the video and transcript of the trial, and makes its final findings and decision.

## Citizen Complaint Allegation

*A citizen filed a complaint stating that he was at a nightclub with his friends, and the complainant witnessed a fight in the nightclub. Upon exiting the club, the complainant and his friends were approached by Police Officers who responded to the disturbance. The complainant indicated that a Police Officer thought he was involved in the fight and detained him and his friends. The complainant stated that when some of his friends asked the Police Officers why they were being detained, one Police Officer began yelling obscenities at them. The complainant and his friends were placed in handcuffs and given citations for disorderly conduct.*

## Complaint Resolution by Citizen Board Trial

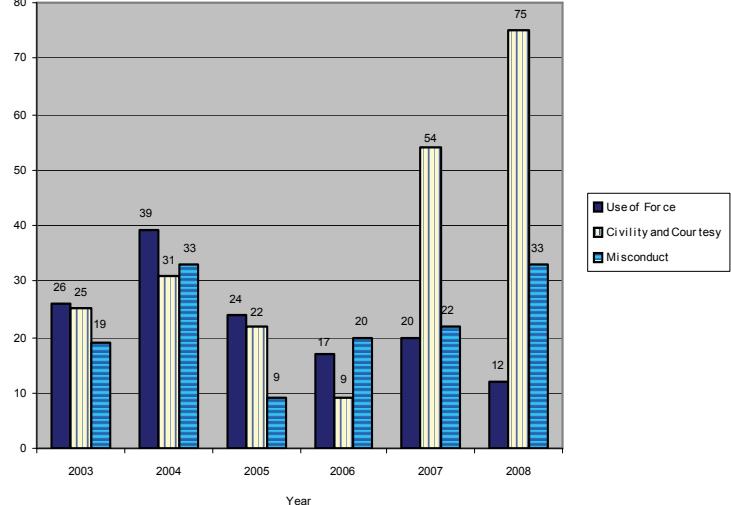
*Upon investigation of this complaint, it was determined that enough evidence existed to find that the Police Officer violated a Milwaukee Police Department rule when he was discourteous and used profane language toward the complainant and his friends. The complaint was referred for a trial before the citizen board. Numerous witnesses testified at the trial. Upon conclusion of the trial, the hearing examiner reviewed the transcript and exhibits. The proposed Findings of Fact and Decision was provided to the citizen board for review. The citizen board agreed with the hearing examiner's findings and determined that based upon the evidence and the Police Officer's department record, he participate in the Milwaukee Police Department's Cultural Competency Program.*

## 2008 CITIZEN COMPLAINT STATISTICAL REVIEW

The majority of complaints received by the FPC concern conduct of employees of MPD, but the FPC also receives and investigates complaints concerning employees of MFD. In 2008, no complaints were received concerning the employees of MFD, and 120 complaints were received concerning employees of MPD. These complaints represented the highest number of complaints received by the FPC since 103 complaints were filed in 2004.

The 120 citizen complaints filed with the FPC in 2008 represented a 25.0% increase from the number of complaints filed in 2007. Of these 120 complaints filed in 2008, 12 alleged use of force (10%), 33 alleged misconduct (27.5%), and 75 alleged civility and courtesy (62.5%) (see Chart 3). Complaints related to civility and courtesy increased by 200% between 2003 and 2008, while complaints related to use of force decreased by 53.8% during the same time period. Complaints related to misconduct also increased by 73.7% between 2003 and 2008.

Chart 3. Citizen Complaints by Type and Year



### *Disposition of Complaints*

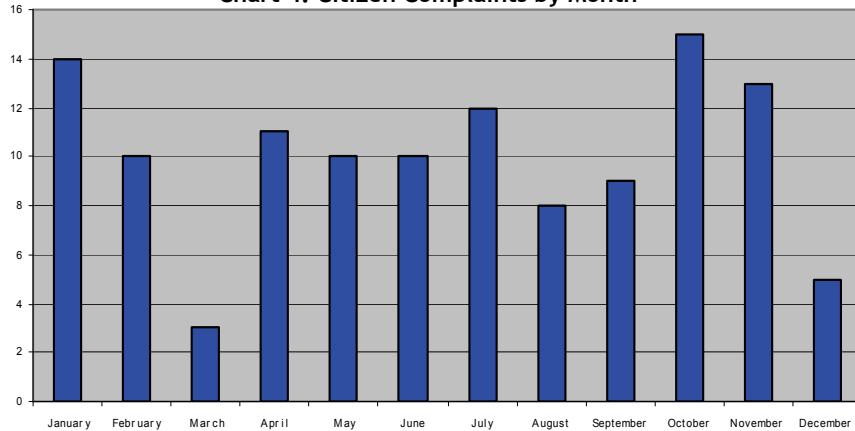
Sixty-five of the 120 complaints filed with the FPC in 2008 were closed after investigation. Of these, a majority (39 complaints, 60.0%) were closed because no rule violation could be identified on the part of the employee (see Table 3). Six complaints (9.2%) underwent successful mediation between the complainant and the employee, and 5 complaints (7.7%) were outside the jurisdiction of the FPC<sup>7</sup>.

Fifty-five complaints filed with the FPC in 2008 were still pending at the end of 2008 (see Table 3). Over 70% (39 complaints, 70.9%) of the pending complaints were still undergoing investigation. Nine pending complaints (16.4%) had been forwarded to the Police Department for investigation<sup>8</sup>, and 7 complaints (12.7%) were awaiting mediation.

**Table 3. Disposition of Complaints**

Disposition of Closed Complaints	Number	Percentage
No rule violation	39	60.0%
Complaint withdrawn	3	4.6%
FPC does not have jurisdiction	5	7.7%
Complaint does not meet requirements	3	4.6%
Successful mediation	6	9.2%
Forwarded to MPD for investigation	2	3.1%
Wrong officer	2	3.1%
Unsuccessful mediation	4	6.2%
Rapid Resolution Complaint Inquiry	1	1.5%
<b>Total Closed Complaints</b>	<b>65</b>	<b>100.0%</b>
<b>Pending Complaints</b>		
Investigation ongoing	39	70.9%
Forwarded to MPD for investigation	9	16.4%
Awaiting Mediation	7	12.7%
<b>Total Pending Complaints</b>	<b>55</b>	<b>100.0%</b>

**Chart 4. Citizen Complaints by Month**



### *Complaints by Month*

Fifteen complaints (12.5%) were received in October, the month with the highest complaint total (see Chart 4). December, with 5 complaints (4.2%), and March, with 3 complaints (2.5%), represented the months with the lowest totals. Exactly 60 complaints, half of the 120 complaints received in 2008, were logged between six consecutive months, April to September.

7. Complaints alleging misconduct committed by employees of other jurisdictions are referred to the correct agency.

8. Complaints that allege possible violation of the criminal code are referred for police investigation. These investigations are monitored by the FPC investigator.

**Table 4. Complaints by Police District**

District	Number of Complaints	Percentage
1	18	15.0%
2	24	20.0%
3	17	14.2%
4	11	9.25
5	20	16.7%
6	2	1.7%
7	21	17.5%
Unknown	7	5.8%
Total	120	100.0%

#### *Complaints by Police District<sup>9</sup>*

District 2 received the most complaints with 24; representing 20% of the 2008 total (see Table 4). District 6 had the least complaints with 2, representing 1.7% of the total. Seven complaints did not specify a district or they occurred outside of the City of Milwaukee corporate limits.

#### *Demographics of Accused Employees<sup>10</sup>*

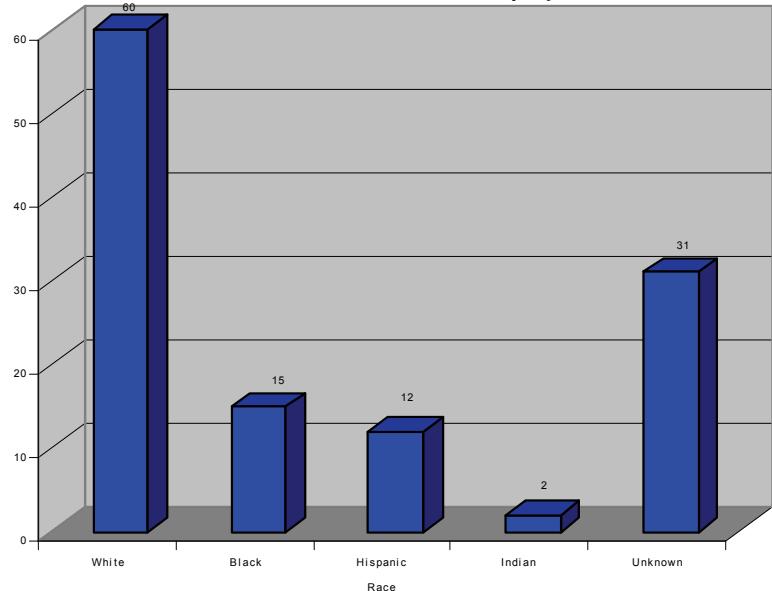
A majority (92 employees, 76.7%) of the accused employees were male. Roughly 4%, or 5 employees, were female. In 2008, the majority of sworn MPD officers were male. A total of 1,621 (81.3%) MPD officers were male, and 373 (18.7%) MPD officers were female<sup>11</sup>.

Exactly 50% (60 employees) of the accused employees were white, followed by 15 black employees (12.5%), 12 Hispanic employees (10%), and 2 American-Indian employees (1.7%) (see Chart 5).

Slightly more than 25% (31 complaints, 25.8%) of complaints did not contain the race of the accused. In 2008, 1,312 (65.8%) MPD officers were white, 406 (20.4%) officers were black, 220 (11.0%) officers were Hispanic, 30 (1.5%) officers were American-Indian, and 26 (1.3%) officers were Asian.

A majority of the accused employees (71 employees, 59.2%) were at the rank of Police Officer at the time of the complaint. The ranks of Police Sergeant and Police Detective received 9 complaints (7.5%) each. Twenty-three complaints (19.2%) did not contain information on the rank of the accused, and the remaining complaints (8 complaints, 6.6%) indicated such ranks as Lieutenant, Captain, Deputy Chief, Chief, and Dispatcher. In 2008, 1,406 (70.5%) MPD employees were at the rank of Police Officer, 242 (12.1%) were at the rank of Police Detective, and 194 (9.7%) were at the rank of Police Sergeant.

#### *Chart 5. Race of Accused Employees*



9. See Appendix 12 for a map of police districts.

10. In many instances, complainants are unable to give information related to the MFD or MPD employee. The demographical information presented here, if available, has been gathered after-the-fact by the FPC investigator.

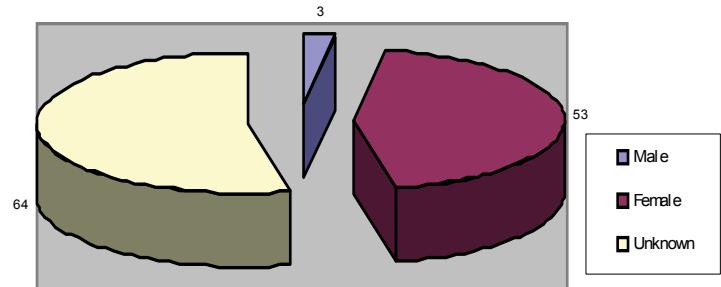
11. Since all 120 complaints received by the FPC in 2008 were against MPD employees, only the demographics of MPD are provided in this section. Detailed demographics of all MFD and MPD employees are provided in Appendices 6 through 11.

## *Complainant Demographics*

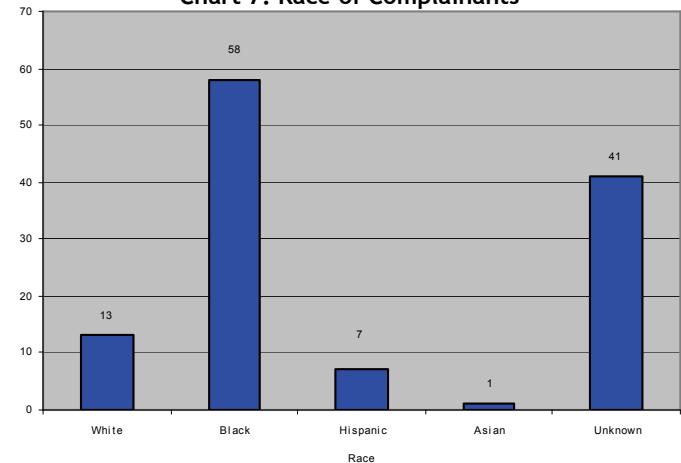
When filing a complaint with the FPC, gender was not a required field<sup>12</sup>. Sixty-four complainants (53.3%) declined to give their gender, while 53 complainants (44.2%) were female and 3 complainants (2.5%) were male (see Chart 6). However, when considering the 56 complainants who gave their gender, a vast majority of complainants (94.6%) were female.

Complainants also do not have to disclose their race, and 41 complainants (34.2%) declined to do so (see Chart 7). Of the complainants who released their race, most were black (58, 48.3%), followed by white (13, 10.8%), Hispanic (7, 5.8%), and Asian (1, 0.8%).

**Chart 6. Gender of Complainants**



**Chart 7. Race of Complainants**



12. For 2009, complainant characteristics will be voluntarily submitted in a post-complaint satisfaction survey interview.

# FIRE DEPARTMENT

## DISCIPLINES

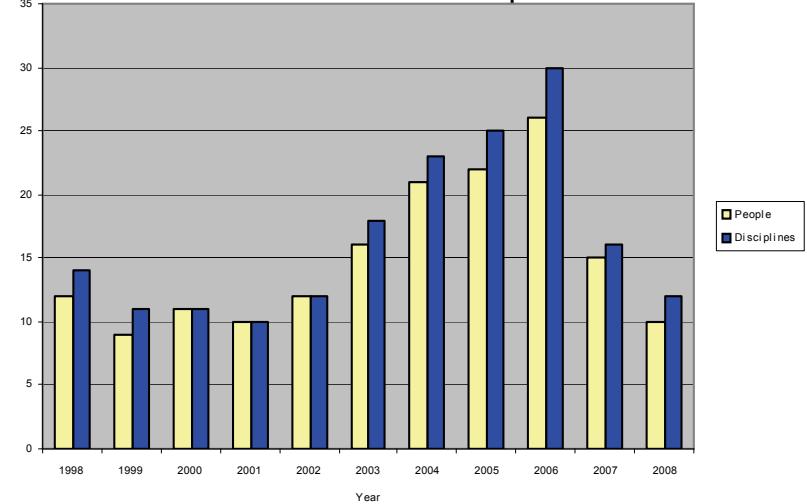
When a sworn or non-sworn employee of the Milwaukee Fire Department or Milwaukee Police Department violates a rule, policy, or procedure of the Department, the employee may be disciplined. When a violation is sustained, employees may be suspended from the department, discharged from duty, demoted, reprimanded, receive remedial training, or receive written or verbal counseling.

Twelve disciplines were imposed on ten sworn Milwaukee Fire Department employees in 2008<sup>13</sup>. Four white male Firefighters and one American Indian male Firefighter each had one twenty-four hour suspension. One Hispanic male Firefighter had two twenty-four hour suspensions. One white male Fire Lieutenant had two suspensions of twenty-four days. One white male Heavy Equipment Operator (HEO) had two disciplines, each two twenty-four hour suspensions. Another white male HEO had a suspension of two twenty-four hour days. The most common rule violations for the sworn employees were Rule 26.6 "Sick and Injury Leave" and Rule 26.3 "Absence from Duty".

Six disciplines were imposed on four non-sworn employees in 2008: a white female Fire Equipment Dispatcher (FED) received a one-day suspension and a three-day suspension; a second white female FED had one-day and eight-day suspensions; and two white male Fire Equipment Mechanics were suspended for 20 days.

The number of disciplines increased 200% between 2001 and 2006, and has since decreased by 60% between 2006 and 2008 (see Chart 8). The number of Fire Department employees disciplined also increased 160% between 2001 and 2006, and has also decreased by 61.5% between 2006 and 2008.

Chart 8. MFD Sworn Disciplines



# POLICE DEPARTMENT

A total of 177 disciplines were imposed on 114 sworn employees of the Milwaukee Police Department in 2008. Of these disciplined employees, 28 (24.6%) were female and 86 (75.4%) were male. A majority (64 sworn employees, 56.1%) were white, while 37 (32.5%) were black, 10 (8.8%) were Hispanic, 2 (1.8%) were American-Indian, and 1 (0.9%) did not specify a race.

Sixty-two disciplines (35.0%) involved a suspension, with the time period ranging from 2 hours to 60 days. The most common form of suspension was a 1-day

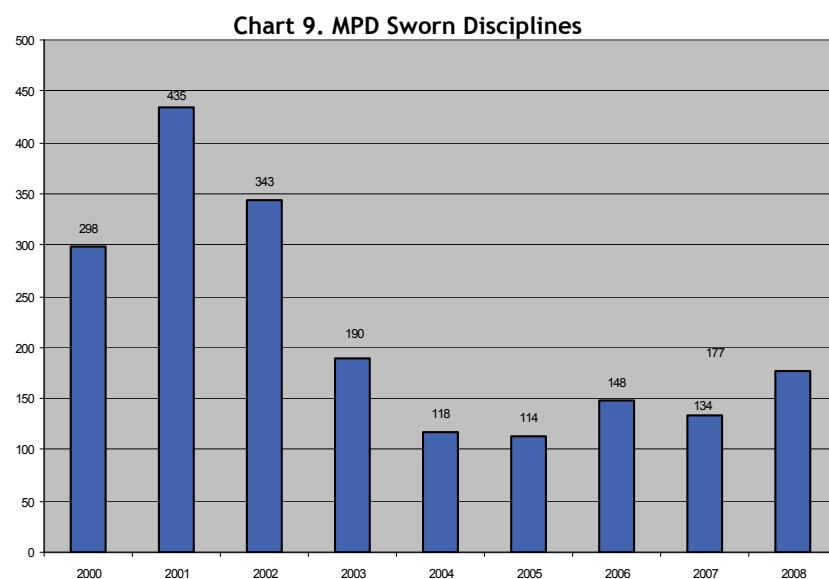
13. One employee may violate more than one rule during a single incident.

suspension, with 33 employees receiving this discipline. Forty (22.6%) employees received a reprimand at the district level, while 34 (19.2%) received an official reprimand. Other forms of discipline include policy training (12, 6.8%), grievance denied (10, 5.6%), member discharged (8, 4.5%), member terminated (5, 2.8%), training (5, 2.8%), and charge rescinded (1, 0.6%).

The most common rule violations<sup>14</sup> were:

- Rule 2/115.00-officers must investigate and communicate facts related to crimes and write reports in a timely manner;
- Rule 2/030.00-officers must obey orders given from a higher-ranking officer;
- Rule 2/015.00-officers must preserve the peace within the City of Milwaukee;
- Rule 2/095.00-members are prohibited from being under the influence of an intoxicant; and
- Rule 2/140.00-members must be courteous and respectful to supervisors and fellow employees.

The number of disciplines imposed on sworn members of MPD increased 32.1% between 2007 and 2008 (see Chart 9). In recent years, 2001 had the highest number of disciplines, with 435. While disciplines increased between 2007 and 2008, disciplines have dropped dramatically since 2001. Between 2001 and 2008, the number of disciplines imposed on sworn members dropped by 59.3% or 258 disciplines.



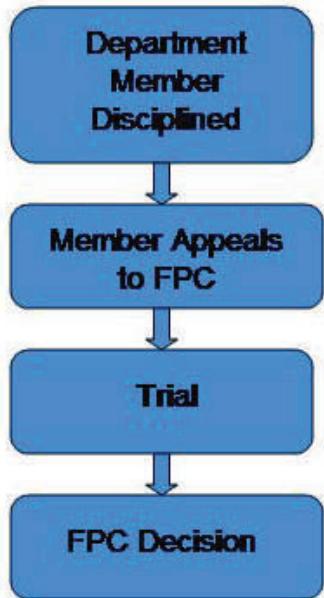
## DISCIPLINE APPEALS PROCESS SUMMARY

An important oversight function of the FPC is to review employee disciplines issued by the Department Chiefs. Milwaukee Police Department members who are discharged, demoted, or suspended for more than 5 working days by the Chief of Police, and Milwaukee Fire Department 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, or modify a Chief's disciplinary decision.

A panel of 3 or more FPC citizen board members serve as the decision-makers, much like a jury (see Chart 10). A quasi-judicial hearing is held by the panel, which is recorded by a court reporter. Evidence is introduced and witnesses testify during the hearing. The Department Chief has the burden of showing "just cause" (the evidence required to discipline the department member). The panel then determines whether enough evidence exists to find that a department rule was violated. The standard of proof used is called

14. The entire rule can be found on the MPD's website, see Appendix 1.

Chart 10. Discipline Appeals Process



"preponderance of evidence." 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.

At the beginning of 2008, there were 30 pending disciplinary appeals from previous years. The FPC identified the elimination of the disciplinary appeal backlog as one of its priorities. By the end of 2008, the FPC was successful in eliminating the backlog, closing all 30 appeals, and significantly reducing the amount of time to process a disciplinary appeal.

## DISCIPLINE APPEALS FILED IN 2008

In 2008, 6 employees of the Milwaukee Police Department (no members of the Milwaukee Fire Department appealed their discipline) appealed their disciplines to the FPC citizen board (see Table 5). Three employees were originally suspended and discharged, 1 was discharged, 1 received a 30-day suspension, and 1 received a 10-day suspension. Of these 6 appeals filed in 2008, only 1 remained pending at the end of the reporting period. The 5 other appeals were resolved, with 2 employees being discharged, 2 employees resigned, and 1 employee withdrew the appeal and served the suspension.

Table 5. 2008 Discipline Appeals

	Employee	Discipline Type	Appeal Date	Date Resolved	Final Outcome
Appeal #1	Male Police Sergeant	30 day suspension	October 2008	Pending	Pending
Appeal #2	Male Police Officer	Discharged and suspended	April 2008	December 2008	Discharged
Appeal #3	Male Police Officer	10 day suspension	May 2008	August 2008	Withdrew appeal
Appeal #4	Male Police Officer	Discharged and suspended	January 2008	March 2008	Resigned before trial
Appeal #5	Male Police Officer	Discharged	December 2008	March 2009	Discharged (pending in Circuit Court)
Appeal #6	Male Police Aide	Discharged and suspended	November 2008	January 2009	Resigned January 2009

# APPOINTMENTS, PROMOTIONS, AND SEPARATIONS

## PROCEDURES

The FPC is a unique citizen oversight agency. In addition to its responsibilities for department policy, employee discipline, and citizen complaints, the FPC also has authority over the traditional civil service functions of conducting examinations for initial appointment and promotion to positions in the Fire and Police Departments. Hiring new employees and promoting current employees through a fair examination process is an important function of the FPC.

Since 1885, no person has been appointed or promoted to any position in either the Fire Department or Police Department without FPC approval. The FPC has a long-standing commitment to ensure the public safety workforce is representative of the Milwaukee community.

Following FPC standards, the Department of Employee Relations (DER) staff administers written, physical ability and oral tests, background investigations, and medical, drug, and psychological screenings for new applicant appointments. Applicants who pass all components are hired (appointed) according to their total score on an eligible list. Firefighters and Police Officers are hired at intervals for training classes; other entry-level positions are filled as vacancies occur.

When the position of Chief becomes vacant in either 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.

Under FPC's supervision, DER conducted 12 different appointment or promotion examinations in 2008 for various positions in the Fire and Police Departments. Members of either department, after actual service in a position in the next lower rank or in a position approved by the FPC, may be eligible to take a promotional examination provided they have met the qualifications and service requirements established by the FPC. Once all components of the testing process have been completed, a promotion list is created of all eligible candidates based on their final test scores. Employees are promoted based upon their placement on the eligible list as vacancies occur. The eligible list for promotion is valid for two years, at which time a new examination process is initiated<sup>15</sup>.

## FIRE DEPARTMENT

Firefighters respond to a wide range of emergencies, performing rescues, emergency medical services (EMS), and firefighting duties, as well as engaging in fire prevention education and carrying out other specialized assignments<sup>16</sup>.

15. This report provides statistics of all promotions. Please contact the respective department for a list of individuals promoted by name.

16. For a complete demographic profile by position for sworn MFD members, see Appendix 6.

## **Examinations**

Recruitment for the entry-level position of Firefighter is intermittent and was last conducted in 2008, for hiring in 2009. In order to be considered for the position of Firefighter with the City of Milwaukee, candidates must:

1. Be at least 18 years of age;
2. Be a Citizen of the United States;
3. Possess a high school diploma or Wisconsin GED or a GED from a different state that meets Wisconsin GED standards;
4. Have a valid driver's license at the time of the background investigation; and
5. Have residency in the City of Milwaukee within six months of hire and throughout employment.

The selection process for Firefighter consists of three parts. The first part is a written examination and oral interview. Candidates are then placed on an eligible list. The second part consists of a ten-week Emergency Medical Technician (EMT) training course, which is provided at no cost by the Milwaukee Fire Department to the top-ranked individuals on the eligible list who successfully pass a background investigation. Successfully completing the EMT training course and passing the State of Wisconsin EMT certification examination is necessary to proceed in the selection process. The final part of the process consists of a medical examination, drug screen, and psychological evaluation. Candidates must successfully complete all components of the selection process in order to be hired.

The total number of applicants recruited in 2008 for the position of Firefighter was 5,610. A total of 3,397 applicants passed the written examination, and 1,693 were invited to the oral interview component to be completed in 2009. Along with entry-level examinations for Firefighter, promotional level testing was also conducted for the sworn positions of Heavy Equipment Operator and Fire Captain in 2008 (see Table 6).

**Table 6. Fire Department Examinations**

Position	Applied	Pass Written	Eligible
Firefighter	5,610	3,397	TBD
Fire Captain	63	61	61
Heavy Equipment Operator	42	31	23

## ***Appointments and Promotions<sup>17</sup>***

A total of 6 non-sworn personnel were appointed to positions with MFD, and 2 non-sworn personnel were promoted in MFD.

A total of 55 sworn personnel were promoted in MFD in 2008, including:

- 1 Promoted to Deputy Chief;
- 7 Promoted to Battalion Chief;
- 1 Promoted to Administrative Captain (EMS);
- 9 Promoted to Fire Captain;
- 18 Promoted to Fire Lieutenant; and
- 19 Promoted to Heavy Equipment Operator.

17. For a complete demographic profile of MFD sworn positions, see Appendix 6. For a complete demographic profile of non-sworn positions, see Appendix 7.

## *Separations*

Of the 6 non-sworn personnel who separated from the Milwaukee Fire Department in 2008,

- 4 resigned and
- 2 retired.

Of the 50 sworn personnel who separated from MFD in 2008,

- 37 retired;
- 10 received duty disability; and
- 3 resigned.

See Chart 11 for a chart depicting the total number of sworn appointments (new hires) and separations for MFD from 2000 to 2008.

## POLICE DEPARTMENT

Milwaukee Police Officers preserve peace, protect life and property, work within the community to prevent crime, and enforce ordinances of the City of Milwaukee and the laws of the State of Wisconsin.

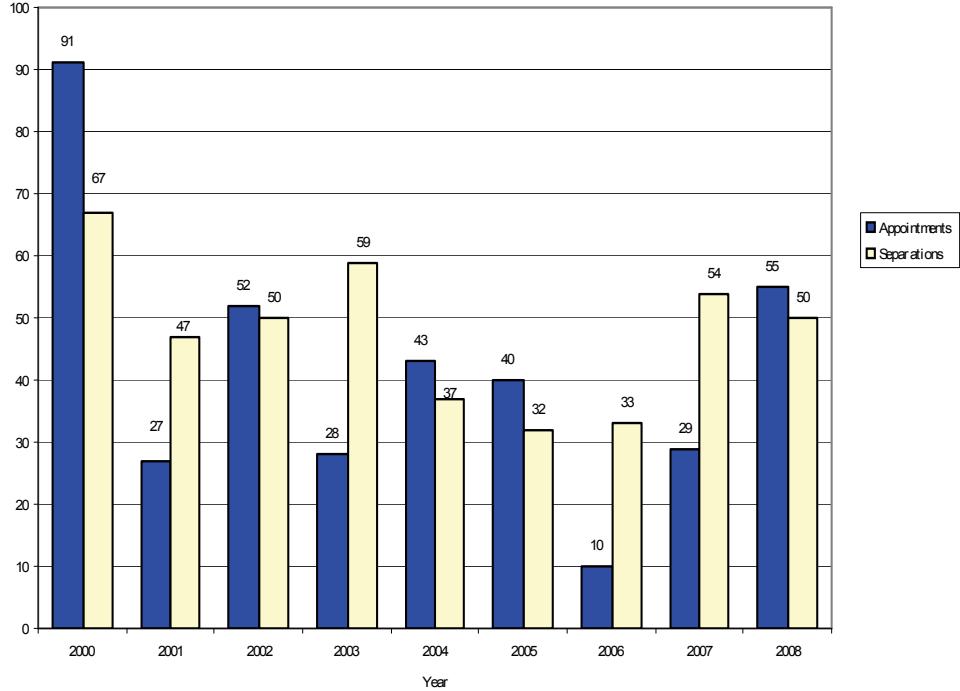
### *Examinations*

Recruitment for the entry-level position of Police Officer is continuous, with examinations typically given twice each year. In order to be considered for the position of Police Officer with the City of Milwaukee, candidates must:

1. Be at least 21 years of age;
2. Be a Citizen of the United States;
3. Possess a high school diploma or Wisconsin GED or a GED from a different state that meets Wisconsin GED standards;
4. Have a valid driver's license at the time of the background investigation; and
5. Have residency in the City of Milwaukee within six months of hire and throughout employment.

The first phase in the Police Officer examination process is a written test. After successfully completing the written test, the candidate's name is placed on an eligible list for Police Officer, ranked by the score on the written test, together with veteran, residency, and education preference points. When the candidate's name is reached on the eligible list, he or she is invited to participate in the second phase, the physical ability test. After successfully completing the physical ability test, the candidate participates in an oral interview and a writing sample exercise. Additional components include a background investigation, medical examination, drug screen, and a psychological evaluation. Each component of the examination process must be passed in succession.

Chart 11. Sworn Appointments and Promotions for MFD



The Police Officer selection process from the November 2007 test administration resulted in 17 appointments to the recruit class of June 2008 and 27 appointments to the recruit class of April 2009. The total number of applicants recruited in 2008 was 1,651<sup>18</sup>.

Examinations were also conducted for other MPD positions, including entry-level Police Aide, and promotion level examinations for Lieutenant of Detectives and Lieutenant of Police (see Table 7). Non-sworn Police positions, including Audiovisual Specialist II, Forensic Video Examiner (Document Examiner), Electronic Technician Assistant, Heating and Ventilating Mechanic, and Police Dispatcher, were also conducted by DER in 2008 (see Table 7).

**Table 7. Police Department Examinations**

Position	Applied	Pass Written	Eligible
Police Officer	1,651	649	44
Police Aide-April 2008	98	61	12
Police Aide-November 2008	303	48	14
Lieutenant of Detectives	54	43	42
Lieutenant of Police	54	47	46
Audiovisual Specialist II	18	9 <sup>19</sup>	9
Electronic Technician Assistant	52	27	27
Police Dispatcher	166	32	32
Heating and Ventilating Mechanic II	17	1	1

### *Appointments and Promotions*

A total of 24 non-sworn personnel were appointed to entry-level positions with MPD, and 18 non-sworn personnel were promoted with MPD<sup>20</sup>.

A total of 62 sworn personnel were appointed or promoted with MPD in 2008, including:

- 1 Appointed to Chief of Police;
- 4 Promoted to Assistant Chief of Police;
- 1 Promoted to Administrative Lieutenant of Police;
- 8 Promoted to Detective;
- 7 Promoted to Police Sergeant;
- 40 Appointed to Police Officer (10 from Police Aide); and
- 1 Promoted to Police Identification Supervisor.

### *Separations*

Of the 32 non-sworn personnel who separated from the Milwaukee Police Department in 2008,

- 18 resigned;
- 8 retired;
- 2 transferred;
- 2 were terminated;
- 1 died (non-duty related); and
- 1 received Ordinary Disability Retirement.

18. Police Aides, upon passing all requirements and reaching age 21, are appointed to Police Officer and join the next recruit training class.

19. Audiovisual Specialist II did not have a written component, but an oral examination component.

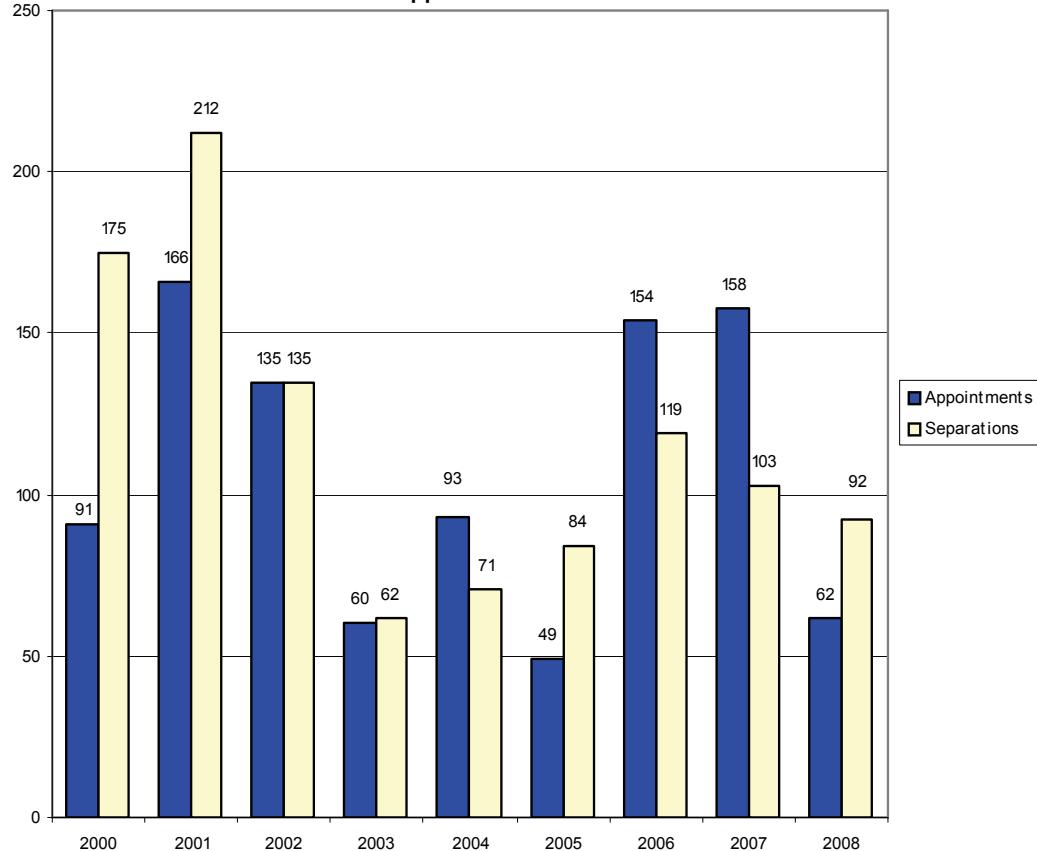
20. A complete demographic profile of MPD civilian non-management employees is located in Appendix 9, civilian District Council 48 employees is located in Appendix 10, and civilian management employees is located in Appendix 11.

Of the 92 sworn personnel who separated from MPD in 2008,

- 42 resigned;
- 41 retired;
- 4 died (non-duty related);
- 3 received duty disability; and
- 2 were terminated.

See Chart 12 for a chart depicting the total number of sworn appointments (new hires) and separations for MPD from 2000 to 2008.

Chart 12. Sworn Appointments and Promotions for MPD



## PUBLIC SAFETY STATISTICAL OVERVIEW

This section highlights select statistics from the Fire and Police Departments. Additional public safety data is available in each respective department's annual report<sup>21</sup>.

### FIRE DEPARTMENT



The Milwaukee Fire Department (MFD) was established on January 1, 1875. The department consists of 36 Fire Stations, 37 Engines, 16 Ladder Trucks, 12 Paramedic Units, and one firefighting and rescue boat. MFD is under the leadership of Chief Douglas Holton, who was appointed by the FPC on June 4, 2007.

MFD reported 6 fire fatalities in 2008, representing the lowest total since 2002 and a drop from 14 fatalities, a 58% decrease, in 2007. Almost 95% of gunshot victims and 100% of stabbing victims transported by Milwaukee firefighters and life support teams survived in 2008. MFD maintains a 97% success rate for saving victims of life-threatening, penetrating trauma (i.e., shootings and stabbings). Of all calls for service that MFD responded to in 2008, 88.0% were responded to within 5 minutes.

MFD responded to a total of 4,608 fires in 2008 (see Table 8). Aldermanic District 15 received the most fire responses, with 602 (13.1%), and Aldermanic District 11 received the least fire responses, with 127 (2.8%). The average number of fire responses across all aldermanic districts is 307.

Table 8. MFD Responses by Aldermanic District

Aldermanic District	Population	Square Miles	Number of Fire Responses	ALS	BLS
1	38,537	6.968	373	2,163	1,794
2	40,304	5.665	285	1,667	1,366
3	41,663	3.697	207	1,369	927
4	37,855	3.836	307	2,758	2,186
5	41,763	11.096	182	1,166	1,097
6	41,556	4.71	481	3,147	3,067
7	41,260	4.008	422	2,271	2,038
8	38,069	4.036	238	1,613	1,307
9	40,138	14.351	339	1,792	1,697
10	40,949	7.189	185	1,292	1,055
11	38,807	6.025	127	1,228	1,041
12	40,313	3.281	325	2,332	1,328
13	38,191	11.982	144	1,277	1,139
14	38,206	5.832	145	1,012	879
15	39,363	3.96	602	3,087	2,742
Unknown	XX	XX	246	XX	XX
Total	596,974	96.636	4,608	28,174	23,663

21. See Appendix 1 for a link to each report.

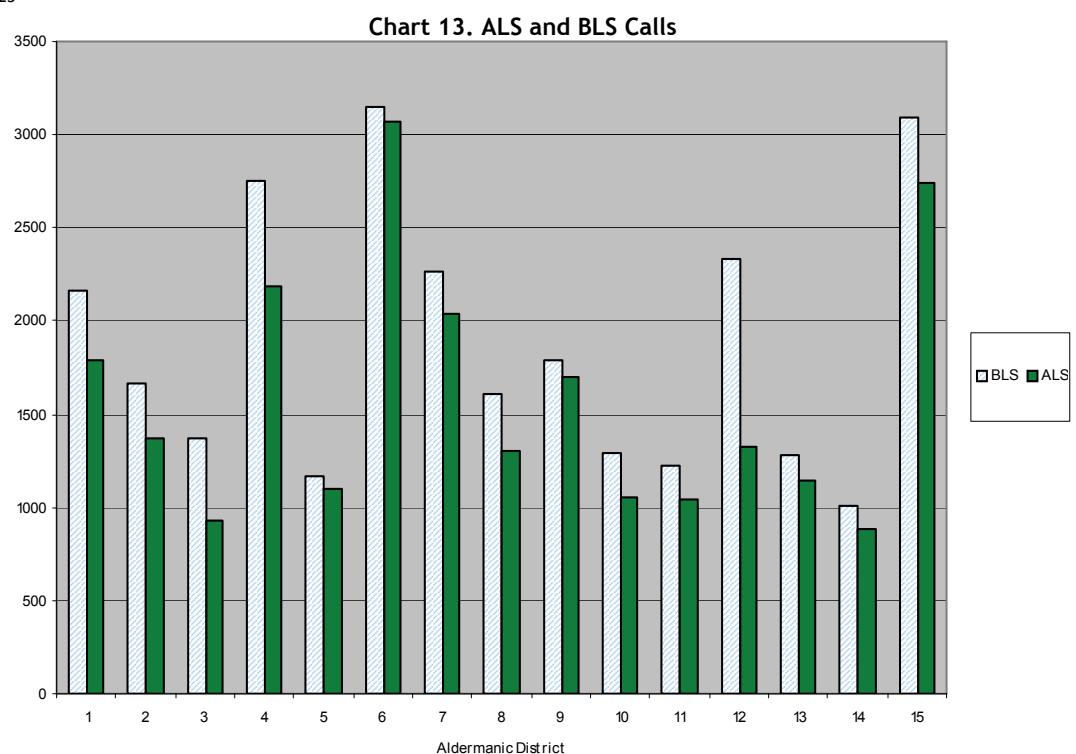
MFD's Emergency Medical Services (EMS) is responsible for providing Advanced Life Support (ALS) and Basic Life Support (BLS) for the city of Milwaukee<sup>22</sup>. MFD responded to a total of 28,174 ALS calls and 23,663 BLS calls in 2008 (see Chart 13). MFD also responded to an additional 2,084 EMS calls for which the Aldermanic District<sup>23</sup>

and call type were unknown.

District 6 received the most ALS calls, with 3,147 (11.2%) and the most BLS calls, with 3,067 (13.0%).

District 14 had the least number of ALS calls, with 1,012 (3.6%), and BLS calls, with 879 (3.7%). The average number of ALS calls across all

aldermanic districts is 1,878, and the average number of BLS calls across all aldermanic districts is 1,578.



## POLICE DEPARTMENT



The Milwaukee Police Department (MPD) was established on October 4, 1855. MPD is divided into seven districts in an effort to provide neighborhoods with uniform presence and patrol. MPD is under the leadership of Chief Edward Flynn, who was appointed by the FPC on January 7, 2008.

The Uniform Crime Reporting (UCR) program, which is overseen by the Federal Bureau of Investigation, serves as a nationwide assessment of reported crimes and provides uniform and reliable statistics for the entire nation. The UCR program divides crimes into two major categories, violent crime and property crime. Violent

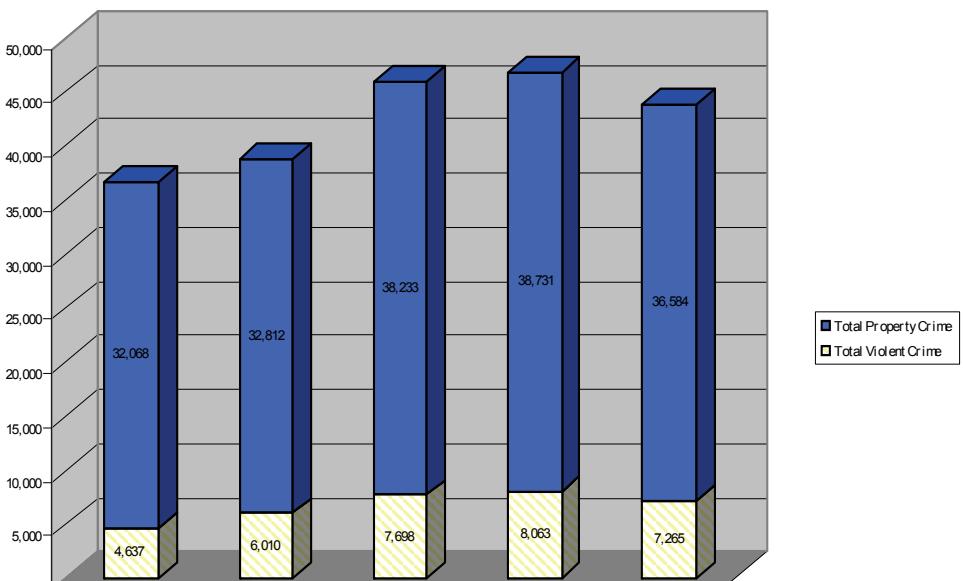
crime involves force or the threat of force, and is composed of four offenses: homicide, rape, robbery, and aggravated assault. Property crime involves the taking of property or money without the threat or use of force, and is composed of four offenses: burglary, theft, auto theft, and arson.

22. Advanced Life Support (ALS) is defined as medical care for an individual that is pulse-less, non-breathing, or in imminent threat of death. Basic Life Support (BLS) is defined as medical care other than ALS. BLS medical care and transport is also provided by private ambulance services not represented in these statistics and governed by the City of Milwaukee Ambulance Service Board.

23. See Appendix 13 for a map of the aldermanic districts in the City of Milwaukee.

The City of Milwaukee<sup>24</sup> reported a total of 43,849 UCR offenses in 2008, representing a drop of 6.3% (a decrease in 2,945 overall offenses) from 2007 to 2008 (see Chart 14). In 2008, property crimes comprised 83.4% of all reported UCR offenses. Between 2007 and 2008, violent crime dropped 9.9% and property crime dropped 5.5%.

Chart 14. UCR Offenses



The single largest decease in UCR crime between 2007 and 2008 was for homicide (see Table 9). Thirty-four fewer homicides were committed in 2008 compared to 2007, representing a 32.4% decrease. Almost 16% fewer auto thefts occurred in 2008, and approximately 10% fewer robberies, aggravated assaults, and arsons were reported. The only offense that reported an increase was burglary, which increased by 2.1% or 129 offenses.

Table 9. 2007 and 2008 UCR Offenses

	2007 1 <sup>st</sup> Quar- ter	2008 1 <sup>st</sup> Quar- ter	2007 2 <sup>nd</sup> Quar- ter	2008 2 <sup>nd</sup> Quar- ter	2007 3 <sup>rd</sup> Quar- ter	2008 3 <sup>rd</sup> Quar- ter	2007 4 <sup>th</sup> Quar- ter	2008 4 <sup>th</sup> Quar- ter	2007 Year End	2008 Year End	Per- cent Change
Homi- cide	26	13	22	21	29	23	28	14	105	71	-32.4%
Rape	57	40	67	47	47	79	65	66	236	232	-1.7%
Robbery	852	670	756	722	937	925	991	857	3536	3174	-10.2%
Agg Assault	1001	756	1209	1161	1146	1109	830	762	4186	3788	-9.5%
Total Violent Crime	1936	1479	2054	1951	2159	2136	1914	1699	8063	7265	-9.9%
Burglary	1204	1342	1416	1744	1869	1728	1731	1535	6220	6349	+2.1%
Theft	5587	5166	5937	6352	6618	6647	6266	5220	24408	23385	-4.2%
Auto Theft	1953	1528	1766	1812	2068	1878	1967	1316	7754	6534	-15.7%
Arson	71	54	81	83	109	105	88	74	349	316	-9.5%
Total Property Crime	8815	8090	9200	9991	10664	10358	10052	7145	38731	36584	-5.5%
Total	10751	9569	11254	11942	12823	12494	11966	9844	46794	43,849	-6.3%

24. Starting in 2005, there was a change in the City of Milwaukee's reporting practices for UCR data. All figures are not statistically comparable to previous years, but are reported here for consistency.

MPD also reports statistics to the Wisconsin Incident Based Reporting System (WIBRS). WIBRS statistics will appear different than UCR statistics since WIBRS includes more detail and categorizes offenses differently than UCR does. According to WIBRS, if more than one crime was committed by the same person or group of persons during a given time period, all of the criminal offenses are reported as separate crimes. UCR statistics, under the exact same circumstances, would report only the crime highest in the hierarchy<sup>25</sup>.

MPD reported a total of 55,946 WIBRS offenses in 2008 (see Table 10). The most common offense reported was theft, with 13,329 offenses (23.8%), followed by assault offenses, with 9,465 offenses (16.9%), and criminal damage, with 9,053 offenses (16.2%). The least common offenses reported were arson, with 314 offenses (0.6%), and homicide, with 64 offenses (0.1%).

**Table 10. 2008 WIBRS Offenses**

Alder- manic District	Assault Offenses	Arson	Bur- glary	Criminal Damage	Locked Vehicle	Robbery	Sex Offenses	Theft	Vehicle Theft	Homi- cide
1	825	27	584	705	239	299	55	993	482	10
2	671	13	557	659	333	259	50	964	594	4
3	251	5	324	678	1257	223	15	885	382	1
4	663	16	330	589	1023	256	47	1350	551	7
5	306	10	466	463	319	126	25	633	333	0
6	1330	43	607	729	477	425	67	1266	667	5
7	1040	38	620	691	236	323	61	1000	587	5
8	516	18	327	662	247	136	64	750	413	2
9	589	14	359	553	277	135	40	803	359	3
10	376	11	350	448	361	150	36	678	381	3
11	182	3	157	343	245	48	19	517	125	0
12	812	38	411	753	681	289	73	942	522	7
13	234	9	273	441	459	50	34	575	196	2
14	259	8	364	571	404	89	19	575	194	2
15	1411	61	622	768	333	444	96	1398	740	13
Total	9465	314	6351	9053	6891	3252	701	13329	6526	64

In 2008, the City of Milwaukee experienced a total of 412 pedestrian injuries, a 15.9% decrease from the 490 pedestrian injuries reported in 2007. There was a 44.4% decrease in pedestrian fatalities, from 18 in 2007 to 10 in 2008. Additionally, the City of Milwaukee reported a total of 137 bicycle injuries and no fatalities.

The intersections<sup>26</sup> of West Fond du Lac Avenue and West Villard Avenue, with 8 accidents, and West Fond du Lac Avenue and North 52nd Street, with 7 accidents, had the most accidents for intersections controlled by a stop sign. Eight other intersections with stop signs had 6 accidents each, 10 intersections had 5 accidents each, and 15 intersections had 4 accidents each.

Two intersections controlled by yield signs, West Kearney Street and South 70th Street and West O'Connor Street and South 68th Street, had 3 accidents each from January to August 2008.

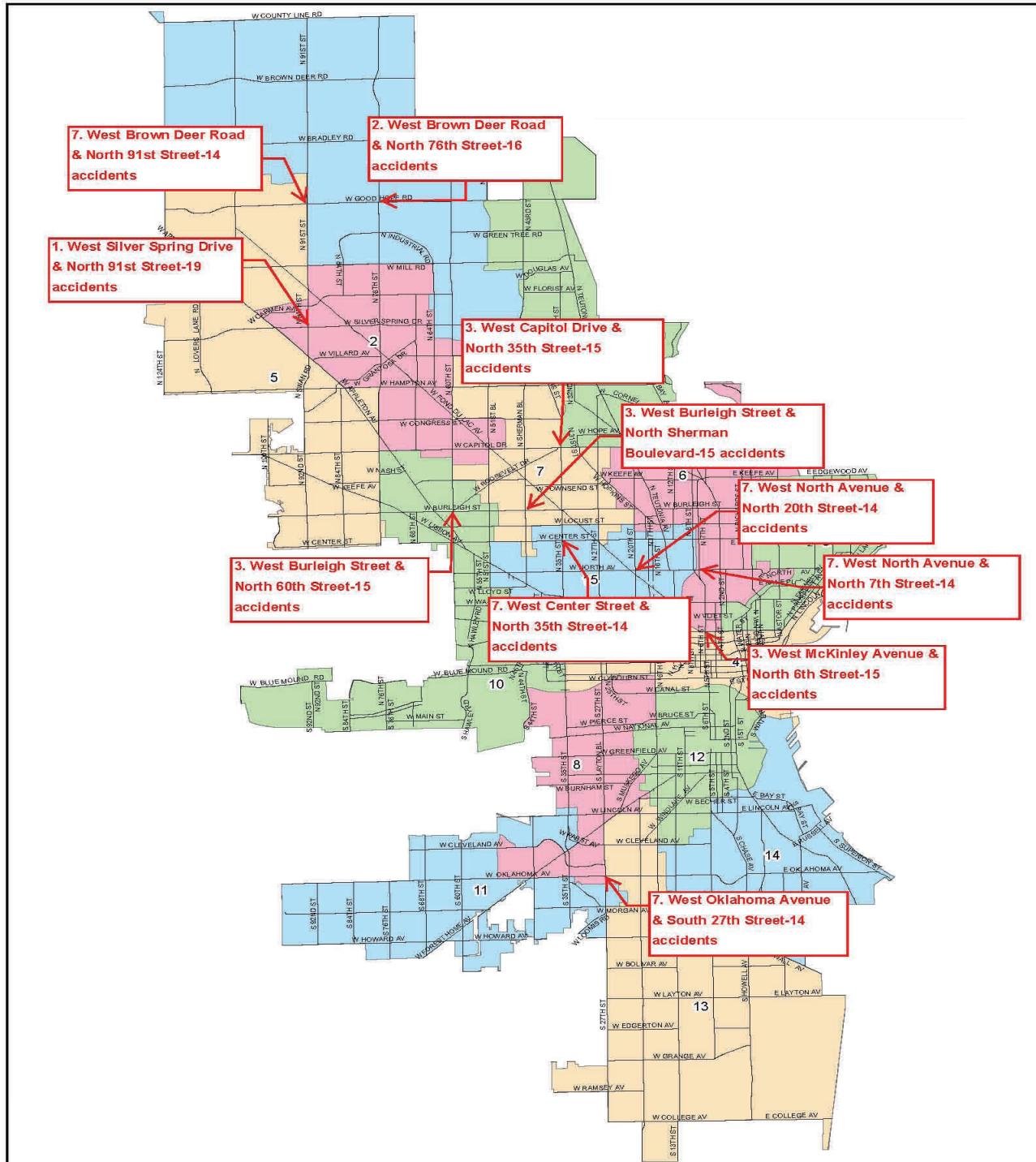
25. For example, if a criminal committed a robbery and a homicide during the same criminal incident, UCR statistics would only report the homicide, while WIBRS would report both the robbery and homicide.

26. Crash information is only available up to August 2008 at the time of this report. Statistics for the full year will be available in June 2009.

Intersections with traffic signal controls that had the most accidents (see Chart 15) included West Silver Spring Drive and North 91st Street (19 accidents) and West Brown Deer Road and North 76th Street (16 accidents). Fifty-two additional traffic signal controlled intersections had 8 or more accidents from January to August 2008.

See Appendix 14 for additional information on traffic accidents.

**Chart 15. Map of Traffic Signal Controlled Intersections with Accident Frequency**



# APPENDIX 1: LIST OF RELEVANT WEBSITES

- City of Milwaukee  
<http://www.city.milwaukee.gov/>
- COMPASS<sup>27</sup>  
<http://www.city.milwaukee.gov/PublicApplications13176.htm>
- E-Notify<sup>28</sup>  
<http://itmdapps.ci.mil.wi.us/login/login/signin.jsp>
- International Association of Firefighters  
<http://www.iaff.org/>
- Milwaukee Fire and Police Commission  
<http://www.city.milwaukee.gov/fpc>
- Milwaukee Fire Department  
<http://www.city.milwaukee.gov/MilwaukeeFireDepartm311.htm>
- Milwaukee Fire Department's 2008 Annual Report  
<http://www.city.milwaukee.gov/MEDIACENTER/MFD2008AnnualReport.htm>
- Milwaukee Mediation Center  
<http://www.wiscs.org/ProgramDescriptions.aspx?ProgramID=13>
- Milwaukee Police Department  
<http://www.city.milwaukee.gov/MilwaukeePoliceDepar317.htm>
- Milwaukee Police Department's 2008 Annual Report  
<http://www.city.milwaukee.gov/AnnualReports20763.htm>
- Milwaukee Safe Streets Initiative  
<http://www.safestreetsmilwaukee.org/>
- National Association for Civilian Oversight of Law Enforcement  
<http://www.nacole.org/>
- Office of Community Oriented Policing Services  
<http://www.cops.usdoj.gov/>

27. The Community Mapping and Analysis for Safety Strategies, or COMPASS, is a federally-funded initiative that aims to build and support collaborative efforts to improve and sustain cities. COMPASS has multiple applications, including community maps and statistics, which are available to the general public.

28. E-Notify is a service run by the City of Milwaukee where you can receive notifications, such as job announcements, meeting dates, and other information, sent directly to you via email.

# APPENDIX 2: WISCONSIN STATUTE SECTION 62.50

## SUBCHAPTER II FIRST CLASS CITIES

### **62.50 Police and fire departments in 1st class cities.**

**(1e) DEFINITION.** In this section, “offense” means any felony or Class A or Class B misdemeanor violation of any of the following:

- (a) Chapters 940 and 941.
- (b) Section 942.08.
- (c) Section 942.09.
- (d) Chapters 943 to 948.

**(1h) ORGANIZATION.** In all 1st class cities, however incorporated, there shall be a board of fire and police commissioners, consisting of either 7 or 9 citizens, not more than 3, if the board has 7 members, or 4, if the board has 9 members, of whom shall at any time belong to the same political party. The staff and members of the board shall receive the salary or other compensation for their services fixed by the common council. The salary shall be fixed at the same time and in the same manner as the salary of other city officials and employees. Except as otherwise provided in this subsection, a majority of the members-elect, as that term is used in s. 59.001 (2m), of the board shall constitute a quorum necessary for the transaction of business. A 3-member panel of the board may conduct, and decide by majority vote, a trial described under sub. (12) or may hear and decide, by majority vote, charges filed by an aggrieved person under sub. (19). It shall be the duty of the mayor of the city, on or before the 2nd Monday in July, to appoint 7, or 9, members of the board, designating the term of office of each, one to hold one year, 2 to hold 2 years, 2 to hold 3 years, one to hold 4 years if the board has 7 members, and 2 to hold 4 years if the board has 9 members, and one to hold 5 years if the board has 7 members, and 2 to hold 5 years if the board has 9 members, and until their respective successors shall be appointed and qualified. Thereafter the terms of office shall be 5 years from the 2nd Monday in July, and until a successor is appointed and qualified. The mayor may reduce the size of the board from 9 to 7 members by failing to appoint 2 successors for individuals whose terms expire at the same time. Every person appointed a member of the board shall be subject to confirmation by the common council and every appointed member shall, before entering upon the duties of the office take and subscribe the oath of office prescribed by article IV, section 28, of the constitution, and file the same duly certified by the officer administering it, with the clerk of the city. Not later than the first day of the 7th month beginning after a member appointed by the mayor is confirmed by the common council, the member shall enroll in a training class that is related to the mission of the board and, not later than the first day of the 13th month beginning after a member appointed by the mayor is confirmed by the common council, the member shall complete the class. The training class shall be conducted by the city. Appointments made prior to the time this subchapter first applies to a 1st class city shall not be subject to confirmation by the common council.

**(1m) POLICY REVIEW.** The board shall conduct at least once each year a policy review of all aspects of the operations of the police and fire departments of the city. The board may prescribe general policies and standards for the departments. The board may inspect any property of the departments, including but not limited to books and records, required for a review under this section.

**(2) CONTROL OF APPOINTMENTS.** No person may be appointed to any position either on the police force or in the fire department of the city, except with the approval of the board.

**(3) RULES.** (a) The board may prescribe rules for the government of the members of each department and may delegate its rule-making authority to the chief of each department. The board shall prescribe a procedure for review, modification and suspension of any rule which is prescribed by the chief, including, but not limited to, any rule which is in effect on March 28, 1984. (am) The common council may suspend any rule prescribed by the board under par. (a). (b) The board shall adopt rules to govern the selection and appointment of persons employed in the police and fire departments of the city. The rules shall be designed to secure the best service for the public in each department. The rules shall provide for ascertaining, as far as possible, physical qualifications, standing and experience of all applicants for positions, and may provide for the competitive examination of some or all applicants in such subjects as are deemed proper for the purpose of best determining the applicants' qualifications for the position sought. The rules may provide for the classification of positions in the service and for a special course of inquiry and examination for candidates for each class.

(c) The rules of each department shall be available to the public at a cost not to exceed the actual copying costs.

**(4) PRINTING AND DISTRIBUTION OF REGULATIONS.** The board shall cause the rules and regulations prepared and adopted under this section, and all changes therein, to be printed and distributed as the board deems necessary, and the expense thereof shall be certified by the board to the city comptroller and shall be paid by the city. The rules and regulations shall specify the date when they take effect, and thereafter all selections of persons for employment, appointment or promotion, either in the police force or the fire department of such cities except of the chief of police, the inspector of police, the chief engineer and the first assistant of the fire department, shall be made in accordance with such rules and regulations.

**(5) EXAMINATIONS.** The examinations which the rules and regulations provide for shall be public and free to all U.S. citizens with proper limitations as to residence, age, health and, subject to ss. 111.321, 111.322 and 111.335, arrest and conviction record. The examinations shall be practical in their character and shall relate to those matters which fairly test the relative capacity of the candidates to discharge the duties of the positions in which they seek employment or to which they seek to be appointed and may include tests of manual skill and physical strength. The board shall control all examinations and may designate suitable persons, either in the official service of the city or not, to conduct such examinations and may change such examiners at any time, as seems best.

**(6) APPOINTMENT OF CHIEFS.** If a vacancy exists in the office of chief of police or in the office of chief engineer of the fire department, the board by a majority vote shall appoint proper persons to fill such offices respectively. When filling a vacancy in the office of chief of police or in the office of chief engineer of the fire department occurring after June 15, 1977, the board shall appoint the person to a term of office the number of years and commencement date of which shall be set by the city of the 1st class by ordinance and which may not exceed 10 years, or for the remainder of an unexpired term.

**(7) ASSISTANT CHIEFS, INSPECTORS AND CAPTAINS; VACANCIES.**

(a) If a vacancy exists in the office of assistant chief, the chief of police shall nominate and, with the approval of the board, shall appoint a person to a term of office coinciding with the term of the chief making the appointment, subject thereafter to reinstatement to a previously held position on the force in accordance with rules prescribed by the board. Removal of the assistant chief shall be pursuant to s. 17.12 (1) (c). The chief may summarily suspend the assistant chief whose removal is sought by the chief.

(b) If a vacancy exists in the office of inspector of police or captain of police, the chief of police shall nominate and, with the approval of the board, shall appoint a person to the office subject to suspension and removal under this section.

**(8) FIRST ASSISTANT ENGINEER, VACANCY.** If a vacancy exists in the office of the first assistant engineer of the fire department, the chief engineer shall nominate and with the approval of the board shall appoint a

suitable person to the office, subject to suspension and removal under this section.

(9) MEMBERS OF FORCE, VACANCIES. All of the members of the force in either department named, at the time when the rules and regulations go into effect, shall continue to hold their respective positions at the pleasure of their respective chiefs, subject to trial under this section, and all persons subsequently appointed shall so hold. All vacancies in either department shall be filled and all new appointments shall be made by the respective chiefs with the approval of the board. Where vacancies in old offices or newly created offices can, with safety to the department, be filled by the promotion of officers or persons already in the service and who have proved their fitness for the promotion, the vacancies in newly created offices shall be so filled by promotion by the respective chiefs with the approval of the board.

(10) SALARIES; PENSIONS. Provision may be made by the common council of a city by general ordinance that the salaries of the members of the force in the police and fire department of the city shall increase with the length of term of service. The salary and compensation of all members of the force in such departments shall be at all times subject to change by the common council, but the salary or compensation of the members of the force in the service of either department may not be decreased, except upon the previous recommendations of such change made in writing by the board to the common council. The common council may provide for an annual pension for life for such members of either service as are honorably discharged from same.

(10m) REST DAYS. The council of every city of the 1st class, however organized, may provide for, and when such provision is made, the chief of the police department shall assign to each police officer in the service of the city one full rest day of 24 consecutive hours during each 192 hours, except in cases of positive necessity by some sudden and serious emergency, which, in the judgment of the chief of police, demands that such day of rest not be given at such time. Arrangements shall be made so that each full rest day may be had at such time as will not impair the efficiency of the department.

(11) DISCHARGE OR SUSPENSION. No member of the police force or fire department may be discharged or suspended for a term exceeding 30 days by the chief of either of the departments except for cause and after trial under this section.

(12) TRIAL TO BE ORDERED. Whenever complaint against any member of the force of either department is made to the chief thereof, the chief shall immediately communicate the same to the board of fire and police commissioners and a trial shall be ordered by the board under this section.

(13) The chief discharging or suspending for a period exceeding 5 days any member of the force shall give written notice of the discharge or suspension to the member and, at the same time that the notice is given, and shall also give the member any exculpatory evidence in the chief's possession related to the discharge or suspension. The chief shall also immediately report the notice of the discharge or suspension to the secretary of the board of fire and police commissioners together with a complaint setting forth the reasons for the discharge or suspension and the name of the complainant if other than the chief. Within 10 days after the date of service of the notice of a discharge or suspension order the members so discharged or suspended may appeal from the order of discharge or suspension or discipline to the board of fire and police commissioners, by filing with the board a notice of appeal in the following or similar form: To the honorable board of fire and police commissioners:

Please take notice that I appeal from the order or decision of the chief of the.... department, discharging (or suspending) me from service, which order of discharge (or suspension) was made on the.... day of ....,.... (year).

(14) COMPLAINT. The board, after receiving the notice of appeal shall, within 5 days, serve the appellant with a copy of the complaint and a notice fixing the time and place of trial, which time of trial may not be less than 60 days nor more than 120 days after service of the notice and a copy of the complaint.

(15) NOTICE OF TRIAL. Notice of the time and place of the trial, together with a copy of the charges preferred shall be served upon the accused in the same manner that a summons is served in this state.

**(16) TRIAL; ADJOURNMENT.** The board may grant the accused or the chief an adjournment of the trial or investigation of the charges, for cause, not to exceed 15 days. In the course of any trial or investigation under this section each member of the fire and police commission may administer oaths, secure by its subpoenas both the attendance of witnesses and the production of records relevant to the trial and investigation, and compel witnesses to answer and may punish for contempt in the same manner provided by law in trials before municipal judges for failure to answer or to produce records necessary for the trial. The trial shall be public and all witnesses shall be under oath. The accused shall have full opportunity to be heard in defense and shall be entitled to secure the attendance of all witnesses necessary for the defense at the expense of the city. The accused may appear in person and by attorney. The city in which the department is located may be represented by the city attorney. All evidence shall be taken by a stenographic reporter who first shall be sworn to perform the duties of a stenographic reporter in taking evidence in the matter fully and fairly to the best of his or her ability.

**(17) DECISION, STANDARD TO APPLY.** (a) Within 3 days after hearing the matter the board, or a 3-member panel of the board, shall, by a majority vote of its members and subject to par. (b), determine whether by a preponderance of the evidence the charges are sustained. If the board or panel determines that the charges are sustained, the board shall at once determine whether the good of the service requires that the accused be permanently discharged or be suspended without pay for a period not exceeding 60 days or reduced in rank. If the charges are not sustained the accused shall be immediately reinstated in his or her former position, without prejudice. The decision and findings of the board, or panel, shall be in writing and shall be filed, together with a transcript of the evidence, with the secretary of the board.

(b) No police officer may be suspended, reduced in rank, suspended and reduced in rank, or discharged by the board under sub. (11), (13) or (19), or under par. (a), based on charges filed by the board, members of the board, an aggrieved person or the chief under sub. (11), (13) or (19), or under par. (a), unless the board determines whether there is just cause, as described in this paragraph, to sustain the charges. In making its determination, the board shall apply the following standards, to the extent applicable:

1. Whether the subordinate could reasonably be expected to have had knowledge of the probable consequences of the alleged conduct.
2. Whether the rule or order that the subordinate allegedly violated is reasonable.
3. Whether the chief, before filing the charge against the subordinate, made a reasonable effort to discover whether the subordinate did in fact violate a rule or order.
4. Whether the effort described under subd. 3. was fair and objective.
5. Whether the chief discovered substantial evidence that the subordinate violated the rule or order as described in the charges filed against the subordinate.
6. Whether the chief is applying the rule or order fairly and without discrimination against the subordinate.
7. Whether the proposed discipline reasonably relates to the seriousness of the alleged violation and to the subordinate's record of service with the chief's department.

**(18) SALARY DURING SUSPENSION.** (a) No chief officer of either department or member of the fire department may be deprived of any salary or wages for the period of time suspended preceding an investigation or trial, unless the charge is sustained. Except as provided in par. (b), no member of the police force may be discharged or suspended under sub. (11) or (13) without pay or benefits until the matter that is the subject of the discharge or suspension is disposed of by the board or the time for appeal under sub. (13) passes without an appeal being made. (b) Following a discharge or suspension under sub. (11) or (13), no member of the police force is entitled to any salary or wages from the department pending an appeal of the discharge or suspension to the board of fire and police commissioners if charges relating to an offense are also pending against the member and such charges arose out of the same conduct or incident that serves as the basis for the discharge or suspension. If the charges against the officer are dismissed, or if the officer is found not guilty of the charges, the officer shall be reinstated and entitled to pay as described in sub. (22).

**(19) CHARGES BY AGGRIEVED PERSON.** In cases where duly verified charges are filed by any aggrieved person with the board of fire and police commissioners, setting forth sufficient cause for the removal of any member of either of the departments, including the chiefs or their assistants, the board or chief may suspend such member or officer pending disposition of such charges. The board shall cause notice of the filing of the charges with a copy to be served upon the accused and shall set a date for the trial and investigation of the charges, following the procedure under this section. The board, or a 3-member panel of the board, shall decide by a majority vote and subject to the just cause standard described in sub. (17) (b) whether the charges are sustained. If sustained, the board shall immediately determine whether the good of the service requires that the accused be removed, suspended from office without pay for a period not exceeding 60 days or reduced in rank. If the charges are not sustained, the accused shall be immediately reinstated without prejudice. The secretary of the board shall make the decision public.

**(20) CIRCUIT COURT REVIEW; NOTICE.** Any officer or member of either department discharged, suspended or reduced, may, within 10 days after the decision and findings under this section are filed with the secretary of the board, bring an action in the circuit court of the county in which the city is located to review the order. Such action shall begin by the serving of a notice on the secretary of the board making such order and on the city attorney of such city, which notice may be in the following or similar form: In Circuit Court, .... County.

To.... Board of Fire and Police Commissioners. To.... City Attorney:

Please take notice that I hereby demand that the circuit court of .... County review the order made by the Board of Fire and Police Commissioners on the ... day of ... A.D. .... discharging, (or suspending) .... from the .... department.

(Signed) ....

**(21) CERTIFICATION AND RETURN OF RECORD; HEARING.** Upon the service of the demand under sub. (20), the board upon which the service is made shall within 5 days thereafter certify to the clerk of the circuit court of the county all charges, testimony, and everything relative to the trial and discharge, suspension or reduction in rank of the member. Upon the filing of the return with the clerk of court, actions for review shall be given preference. Upon application of the discharged member or the board, the court shall fix a date for the trial which shall be no later than 15 days after the date of the application except upon agreement between the board and the discharged or suspended member. The action shall be tried by the court without a jury and shall be tried upon the return made by the board. In determining the question of fact presented, the court shall be limited in the review thereof to the question: "Under the evidence is there just cause, as described in sub. (17) (b), to sustain the charges against the accused?" The court may require additional return to be made by the board, and may also require the board to take additional testimony and make return thereof.

**(22) COSTS; REINSTATEMENT.** No costs may be allowed in the action to either party and the clerks' fees shall be paid by the city in which the department is located. If the decision of the board is reversed, the discharged or suspended member shall forthwith be reinstated in his or her former position in the department and shall be entitled to pay the same as if not discharged or suspended. If the decision of the board is sustained, the order of discharge, suspension or reduction shall be final and conclusive in all cases.

**(23) DUTIES OF CHIEF.** The chief engineer of the fire department and the chief of police of a 1st class city, shall be the head of their respective departments. The chief of police shall preserve the public peace and enforce all laws and ordinances of the city. The chiefs shall be responsible for the efficiency and general good conduct of the department under their control. The board may review the efficiency and general good conduct of the departments. A chief shall act as an adviser to the board when the board reviews his or her department. The board may issue written directives to a chief based on a review of the chief's department. The chief receiving a directive shall implement the directive unless the directive is overruled in writing by the mayor. Each of the chiefs shall maintain and have custody of all property of their respective

departments, including but not limited to, all books and records, which shall be available and subject to inspection by the board.

(24) SIGNAL SERVICE DEPARTMENT. All apparatus and all mechanical appliances requiring the use of telegraph or telephone wire or other wire for signaling purposes, with the consequent use of the public highways, together with such wire and all appurtenances to such apparatus and the constructional work therefore, may be placed under the management and control of a separate department. Such department shall be established and the compensation of the superintendent and all employees of such department shall be fixed by ordinance of the common council. The superintendent of the department shall be appointed by the board, and all other employees of the department shall be appointed in the same manner, and shall be subject to removal upon the same conditions as the members of the fire and police departments, and wherever applicable this section shall apply to such department the same as to the fire and police departments.

(25) CHIEF EXAMINER. The board may appoint a chief examiner. The board shall prescribe the chief examiner's duties and compensation, which shall be paid by the city on the certificate of the board. Such examiner is subject to removal at any time by a majority of the board, and the board may change such duties and compensation at any time as it deems proper. The board may fix and alter compensation for any other examiners appointed by the board, and such compensation shall be paid by the city on certificate of the board.

(26) RESERVATION OF EXISTING TERMS. Nothing contained in this section may be construed to affect the term of office of any person who is a member of any police or fire commission in any city of the 1st class nor to affect the term of office of any member appointed to fill out the unexpired term of any person who is a member of such commission at the time this section first applies to such city.

(27) MAYOR TO APPOINT ADDITIONAL MEMBERS. A mayor of a city of the 1st class, whether acting under a general or special charter, shall appoint a sufficient number of members for the police and fire commission of such city so that the commission shall conform with this section, and such additional members and their successors shall be appointed for a term of 5 years.

(28) ENGAGING IN POLITICAL ACTIVITY. Subject to the requirements of ch. 164, the common council of any 1st class city may enact an ordinance which regulates the political activities of its law enforcement officers, as defined in s. 165.85 (2) (c), including, but not limited to, providing for leaves of absence for members who are candidates for or who are elected to public office.

(29) OFFICERS' RIGHTS. In case of a conflict with ch. 164, the provisions of ch. 164 supersede the provisions of this section.

# APPENDIX 3:

## MILWAUKEE

### CITY CHARTER

### CHAPTER

### 22.10

#### CHAPTER 22

#### POLICE AND FIRE DEPARTMENTS

**22-10. Charges Against Subordinates.** 1. Charges may be filed against a subordinate by the chief, by a member of the fire and police commission, by the board as a body, or by an elector of the city. Such charges shall be in writing and shall be filed by the president of the board. Pending disposition of such charges, the board or chief may suspend such subordinate.

2. It is the intention of the common council that the procedures, processes, and trial under this section shall be conducted in the same manner as provided in s. 62.50, Wis. Stats. (1983). (*Ch. Ord. 341, File #68-453-b, June 25, 1968; formerly s. 21-14-2.*)

# APPENDIX 4: MILWAUKEE CODE OF ORDINANCES 314

## CHAPTER 314

### BOARD OF FIRE AND POLICE COMMISSIONERS

**314-1. Members.** 1. STATE LAW. Pursuant to s. 62.50, Wis. Stats., the members of the board of fire and police commissioners shall be appointed by the mayor and subject to confirmation by the common council.

2. REQUIRED. a. Prior to confirmation by the common council, every person appointed a member of the board shall be subject to the same full and complete background investigation as any candidate for appointment to any position in the fire or police departments, including but not limited to verification of educational degrees, previous employment and arrest and conviction records. Such background investigations shall be conducted by the sheriff of Milwaukee County, and the written report of each investigation submitted to the common council.

b. Each newly appointed commissioner shall register for training related to the missions of the fire department and the police department within 6 months of the date of confirmation of their appointment by the common council, and shall complete said training within 12 months of the date of confirmation of their appointment by the common council. b-1. Fire department training shall include such training and ride along programs as may be recommended by the executive director of the fire and police commission. Newly appointed commissioners who have professional experience as a firefighter are exempt from the fire department training requirement. b-2. Police department training shall include attending the Milwaukee police citizen academy and participating in the police department ride along program, as may be recommended by the executive director of the fire and police commission. Newly appointed commissioners who have professional experience as a law enforcement officer are exempt from the police department training requirement. b-3. The fire and police commission shall submit an annual report to the common council of training taken by fire and police commission members.

**314-3. Duties.** In accordance with the duties provided in s. 62.50, Wis. Stats., the board of fire and police commissioners shall:

1. Conduct a policy review of all aspects of the operations of the police and fire departments, may prescribe general policies and standards for the departments, and may inspect any property of the departments, including but not limited to books and records, required for such review.
2. Audit internal police and fire department investigations to ensure thorough, fair and credible results.
3. Monitor the citizen complaint process to ensure timely and objective resolutions.
4. Use oversight authority to identify systemic problems within the police and fire departments, identify opportunities for improvement through organizational change, and delegate authority for follow-up to the respective chief.

**314-5. Executive Director.** Pursuant to the authority granted to 1st class cities under s. 62.51, Wis. Stats., there is created a position of an executive director to comprise the role of executive secretary of the board. Under the direction of the board, the executive director shall act as the principal staff of the board in exercising the board's functions and powers provided in s. 62.50, Wis. Stats., and described under s. 314-3. In addition, the executive director shall: 1. Review a complaint investigation when a citizen is dissatisfied with the outcome of an investigation that has been completed by the police or fire department.

2. Evaluate police and fire department policies, practices and patterns, including but not limited to deployment of staff, crime and fire prevention training, use of force, search, seizure, citizen interaction and communication.
3. Issue periodic public reports relating to the status and resolution of complaints, timeliness of complaint resolution, trends and patterns of concern pertaining to complaint investigations, nature and frequency of complaints and other performance indicators.

# **APPENDIX 5:**

## **FPC**

### **COMMUNITY PARTNER ORGANIZATIONS**

The following community locations have complaint forms available, and also are available to offer legal advice during the times given:

#### **House of Peace Community Center**

Internet: [www.houseofpeacemilwaukee.org](http://www.houseofpeacemilwaukee.org)

1702 W. Walnut Street; (414) 933-1300

Marquette Legal Clinic is available to assist in filing a complaint on TUESDAYS from 3:00 pm - 7:00 pm at the House of Peace.

#### **NAACP**

Internet: [www.naacp-milwaukee.com](http://www.naacp-milwaukee.com)

2745 N. Martin Luther King Drive; (414) 562-1000

The NAACP will have an attorney available to assist in filing a complaint on TUESDAYS from 10:00 am - 12:00 pm at the NAACP office.

#### **Spanish Center**

Internet: [www.councilforthespanishspeakingmilw.org/contact.html](http://www.councilforthespanishspeakingmilw.org/contact.html)

1615 S. 22nd Street; (414) 384-3700

Marquette Legal Clinic is available to assist in filing a complaint on WEDNESDAYS from 5:00 pm - 7:00 pm at the Spanish Center.

The following agencies have complaint forms available, but CAN NOT provide legal assistance at this time:

#### **Community/Hmong American Friendship Association, Inc.**

Internet: [www.hmongamer.org](http://www.hmongamer.org)

3824 W. Vliet Street; (414) 344-6575

#### **LGBT Community Center**

Internet: [www.mkelgbt.org](http://www.mkelgbt.org)

315 W. Court Street; (414) 271-2656

#### **Milwaukee Urban League**

Internet: [www.tmul.org](http://www.tmul.org)

435 W. North Avenue; (414) 374-5850

#### **Sheeyee Sherman Park Community Association**

Internet: [www.shermanpark.org](http://www.shermanpark.org)

3526 W. Fond du Lac Avenue; (414) 444-9803

#### **Southside Organizing Committee**

Internet: [www.socmilwaukee.org](http://www.socmilwaukee.org)

1300 S. Layton Boulevard; (414) 672-8090

#### **Spotted Eagle**

Internet: [www.spottedeagle.us](http://www.spottedeagle.us)

3134 W. State Street; (414) 342-0700

#### **Voces De la Frontera**

Internet: [www.vdlf.org](http://www.vdlf.org)

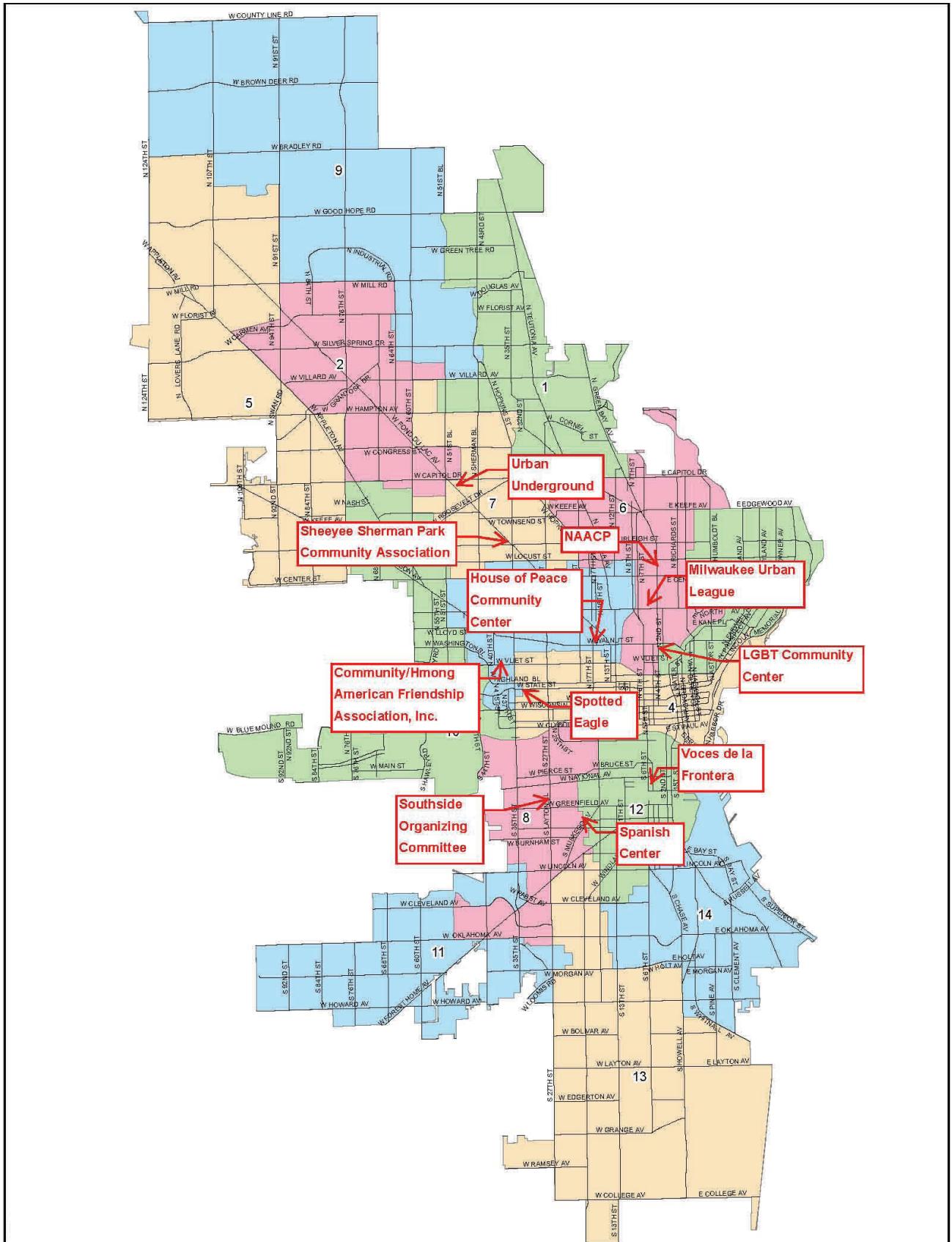
1027 S. 5th Street; (414) 383-8783

#### **Urban Underground**

Internet: [www.urbanunderground.org](http://www.urbanunderground.org)

4850 W. Fond du Lac Avenue; (414) 444-8726

# Map of FPC Community Partner Organizations



**APPENDIX 6:**  
**MILWAUKEE**  
**FIRE**  
**DEPARTMENT**  
**SWORN**  
**POSITION**  
**PROFILE**

Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Fire Chief	0	0	0	0	1	0	0	0	0	0	1	0
Asst Fire Chief	1	0	0	0	0	0	0	0	0	0	1	0
Deputy Chief	3	1	0	0	3	0	0	0	0	0	6	1
Battalion Chief	15	1	0	0	4	0	0	0	0	0	19	1
Fire Captain ISO	2	0	0	0	1	0	0	0	0	0	3	0
Fire Captain	41	4	0	0	8	1	1	0	0	0	50	5
Admin Captain	1	0	0	0	0	0	0	0	0	0	1	0
Admin Captain-EMS	0	1	0	0	2	0	0	0	0	0	2	1
Veh Oper Trng Coord	1	0	0	0	0	0	0	0	0	0	1	0
Fire Lieutenant	135	1	2	0	9	0	1	0	8	0	155	1
Fire Lieutenant-SPC	1	0	0	0	0	0	0	0	0	0	1	0
Admin Lieutenant	0	1	0	0	1	0	0	0	0	0	1	1
Vehicle Oper Instructor	1	0	0	0	0	0	0	0	0	0	1	0
Para Field Lt	0	4	0	0	0	0	0	0	0	0	0	4
Fire Para Field Lt	3	2	0	0	2	0	0	0	1	0	6	2
Heavy Equipment Operator	146	2	0	0	15	0	5	0	16	0	182	2
Firefighter	282	11	1	0	58	2	10	0	35	1	386	14
Fire Paramedic	39	6	2	0	6	1	1	0	0	0	48	7
Total	671	34	5	0	110	4	18	0	60	1	864	39

**APPENDIX 7:**  
**MILWAUKEE**  
**FIRE**  
**DEPARTMENT**  
**NON-SWORN**  
**POSITION**  
**PROFILE**

Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Accounting Asst III	0	1	0	0	0	0	0	0	0	0	0	1
Admin Asst	0	1	0	0	0	1	0	0	0	0	0	2
Audio Visual Spec II	1	0	0	0	0	0	0	0	0	0	1	0
Bldg/Equip Maint	1	0	0	0	0	0	0	0	0	0	1	0
Bus Finance Mgr	0	0	0	0	0	1	0	0	0	0	0	1
Cadet	0	0	0	0	0	0	0	0	0	0	0	0
Carpenter	2	0	0	0	0	0	0	0	0	0	2	0
Custodial Worker II	1	0	0	0	0	0	0	0	0	0	1	0
Database Spec	0	1	0	0	0	0	0	0	0	0	0	1
Dispatch Supv	3	2	0	0	0	0	0	0	0	0	3	2
Equip Compr Air	1	0	0	0	0	0	0	0	0	0	1	0
Equip Machinist	0	0	0	0	0	0	0	0	0	0	0	0
Equip Mechanic	9	0	0	0	0	0	0	0	0	0	9	0
Equip Rpr	4	0	0	0	1	0	0	0	0	0	5	0
Equip Rprs Mgr	1	0	0	0	0	0	0	0	0	0	1	0
Equip Rprs Supv	1	0	0	0	0	0	0	0	0	0	1	0
Equip Welder	1	0	0	0	0	0	0	0	0	0	1	0
Fire Dispatch Mgr	0	1	0	0	0	0	0	0	0	0	0	1
Fire Equip Dispatcher	9	7	0	0	0	1	0	0	0	1	9	9
Fire Personnel Officer	0	1	0	0	0	0	0	0	0	0	0	1
Health & Safety Officer	0	0	0	0	1	0	0	0	0	0	1	0
Info Tech Specialist	0	1	0	0	0	0	0	0	0	0	0	1
Inventory Control II	1	0	0	0	0	0	0	0	0	0	1	0
Mgt & Acctg Officer	0	0	0	0	0	1	0	0	0	0	0	1

	White		Asian		Black		Am. Indian		Hispanic		Total	
Position Title	M	F	M	F	M	F	M	F	M	F	M	F
Mechanic Helper	0	0	0	0	1	0	0	0	0	0	1	0
Micro Serv Asst	0	1	0	0	0	0	0	0	0	0	0	1
Network Coord	1	0	0	0	1	0	0	0	0	0	2	0
Office Asst	0	4	0	0	0	0	0	0	0	0	0	4
Office Coord	0	1	0	0	0	1	0	0	0	0	0	2
Payroll Asst II	0	0	0	0	0	1	0	0	0	0	0	1
Stores Clerk	1	0	0	0	0	0	0	0	0	0	1	0
Total	37	21	0	0	4	6	0	0	0	1	41	28

**APPENDIX 8:**  
**MILWAUKEE**  
**POLICE**  
**DEPARTMENT**  
**SWORN**  
**POSITION**  
**PROFILE**

Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Chief of Police	1	0	0	0	0	0	0	0	0	0	1	0
Asst Chief of Police	3	0	0	0	0	1	0	0	0	0	3	1
Inspector of Police	1	0	0	0	0	0	0	0	0	0	1	0
Deputy Inspector of Police	0	1	0	0	1	1	0	0	1	0	2	2
Captain of Police	10	1	0	0	5	1	0	0	1	0	16	2
LT. of Police	15	5	0	0	6	4	0	0	3	0	24	9
Administrative LT. of Police	1	0	0	0	1	0	0	0	0	0	2	0
Admin LT. Hlth & Sfty	0	0	0	0	0	0	0	0	0	1	0	1
LT. of Det.	24	2	0	0	3	0	2	0	3	0	32	2
Police Sergeant	102	21	0	0	40	10	3	0	15	3	160	34
Detective	119	30	2	2	46	12	6	1	23	1	196	46
Police Officer	780	158	18	3	201	63	14	4	141	24	1154	252
Comm Syst Manager <sup>29</sup>	1	0	0	0	0	0	0	0	0	0	1	0
Police Alarm Operator	2	3	0	0	0	1	0	0	0	1	2	5
Chief Latent Print Exmr	1	0	0	0	0	0	0	0	0	0	1	0
Latent Examiner	4	0	0	0	0	0	0	0	0	0	4	0
Document Examiner	0	0	0	0	1	0	0	0	0	0	1	0
Police ID Supervisor	0	4	0	0	1	1	0	0	0	0	1	5
Identification Technician	13	7	1	0	3	2	0	0	1	2	18	11
Identification Syst Spec	1	0	0	0	0	0	0	0	0	0	1	0
Police Audio-visual Specialist <sup>28</sup>	1	0	0	0	0	0	0	0	0	0	1	0

29. Position will be civilianized when vacated by current incumbent.

	White		Asian		Black		Am. Indian		Hispanic		Total	
Position Title	M	F	M	F	M	F	M	F	M	F	M	F
Forensic Video Examiner	0	0	0	0	0	1	0	0	0	0	0	1
Court Liaison Officer	0	1	0	0	0	1	0	0	0	0	0	2
Total	1079	233	21	5	308	98	25	5	188	32	1621	373

**APPENDIX 9:**  
**MILWAUKEE**  
**POLICE**  
**DEPARTMENT**  
**CIVILIAN**  
**NON-**  
**MANAGEMENT**  
**POSITION**  
**PROFILE**

Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Helpdesk Specialist I	1	2	0	0	0	5	0	0	0	0	1	7
Microfilm Technician I	0	0	0	0	0	1	0	0	0	0	0	1
Printer	1	0	0	0	0	0	0	0	0	0	1	0
Production Designer II	1	0	0	0	0	0	0	0	0	0	1	0
Inventory Control Asst II	1	0	0	0	0	0	0	0	0	0	1	0
Inventory Control Asst III	1	0	0	0	0	0	0	0	0	0	1	0
Accounting Asst I	0	1	0	0	0	1	0	0	0	0	0	2
Accounting Asst II	0	2	0	0	0	0	0	0	0	0	0	2
Personnel Payroll Asst I	0	0	0	0	0	1	0	0	0	0	0	1
Personnel Payroll Asst II	0	1	0	0	0	0	0	0	0	1	0	2
Personnel Payroll Asst III	0	1	0	0	0	0	0	0	0	0	0	1
Teller	0	0	0	0	0	0	0	0	0	1	0	1
Admin Asst I	0	0	0	0	0	2	0	0	0	0	0	2
Admin Asst II	0	3	0	0	0	2	0	0	0	0	0	5
Admin Asst IV	0	2	0	0	0	0	0	0	0	0	0	2
Data Entry Operator II	0	0	0	0	0	2	0	0	0	0	0	2
Mail Processor	0	0	0	0	0	2	0	0	0	0	0	2
Office Asst I	0	4	0	0	2	6	0	0	0	1	2	11
Office Asst II	1	33	0	3	2	23	0	0	0	2	3	61
Office Asst III	0	18	0	0	0	7	0	0	0	0	0	25
Office Asst IV	0	9	0	0	0	2	0	0	0	0	0	11
Police District Office Asst	0	19	0	1	0	16	0	2	0	3	0	41
Office Coordinator	0	1	0	0	0	0	0	0	0	0	0	1
Transcriptionist II	0	1	0	0	0	4	0	0	0	0	0	5
Transcriptionist III	0	2	0	0	0	1	0	0	0	0	0	3
Video Electronic Tech	1	0	0	0	0	0	0	0	0	0	1	0
Electronic Tech	5	1	0	0	1	0	0	0	0	0	6	1

Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
School Crssng Grd Oprtr	0	1	0	0	0	2	0	0	0	0	0	3
School Crssng Grd Dispatcher	0	1	0	0	0	1	0	0	0	0	0	2
School Crssng Guard <sup>30</sup>	34	51	0	1	40	71	1	3	4	11	79	137
Police Services Specialist <sup>31</sup>	13	0	0	0	0	0	0	0	0	0	13	0
Police Services Spclst-Invst <sup>32</sup>	9	3	0	0	2	1	1	0	0	0	12	4
Police Aide	24	4	2	0	6	2	0	0	11	0	43	6
Police Dispatcher	4	15	0	0	1	21	0	0	0	3	5	39
Police Tele-communicator <sup>33</sup>	1	12	0	0	2	27	0	1	0	8	3	48
Ld. Police Tele-communicator	0	4	0	0	0	0	0	0	0	1	0	5
Graphic Designer	0	1	0	0	0	0	0	0	0	0	0	1
Audio Visual Specialist II	1	0	0	0	0	0	0	0	0	0	1	0
Total	98	192	2	5	56	200	2	6	15	31	173	434

30. Includes both regular and substitute crossing guards.

31. There are 9 part-time and 4 full-time members in this position.

32. There are 5 part-time and 11 full-time members in this position.

33. Includes seasonal. Obsolete title-will not be filled at that level/title when vacated by current incumbent.

**APPENDIX  
10:  
MILWAUKEE  
POLICE  
DEPARTMENT  
DC 48  
POSITION  
PROFILE**

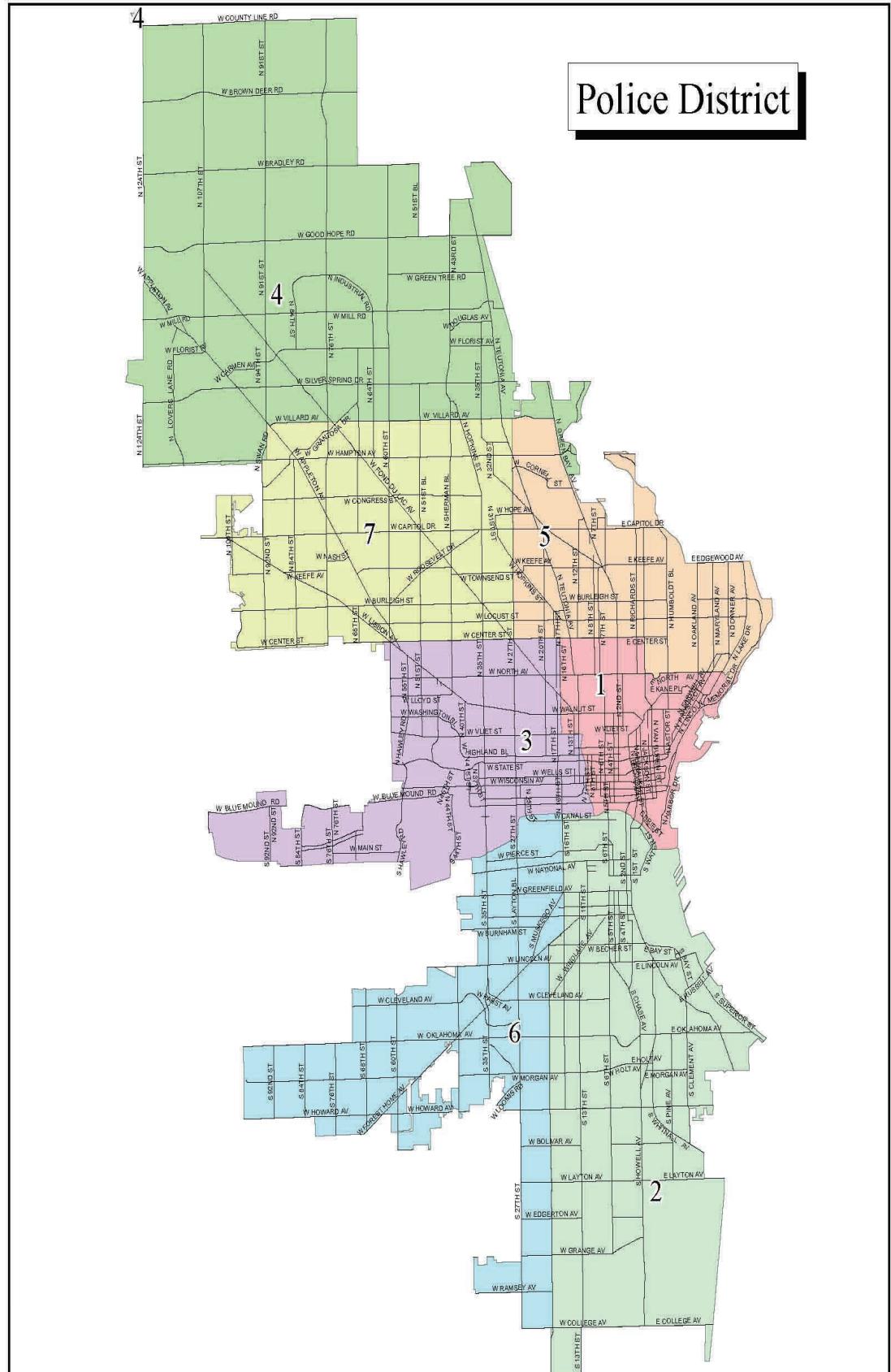
Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Custodial Worker II	12	9	0	0	13	4	0	0	2	0	27	13
Garage Attendant	3	0	0	0	3	0	0	0	1	0	7	0
Heating/Vent Mechanic II	4	0	0	0	2	0	0	0	0	0	6	0
Electronic Tech Asst	1	0	0	0	0	0	0	0	0	0	1	0
Vehicle Services Asst	1	0	0	0	0	0	0	0	0	0	1	0
Building Maint Mechanic II	3	0	0	0	1	0	0	0	0	0	4	0
Programmer Analyst	0	0	0	0	0	1	0	0	0	0	0	1
Total	24	9	0	0	19	5	0	0	3	0	46	14

**APPENDIX  
11:  
MILWAUKEE  
POLICE  
DEPARTMENT  
CIVILIAN  
MANAGEMENT  
POSITION  
PROFILE**

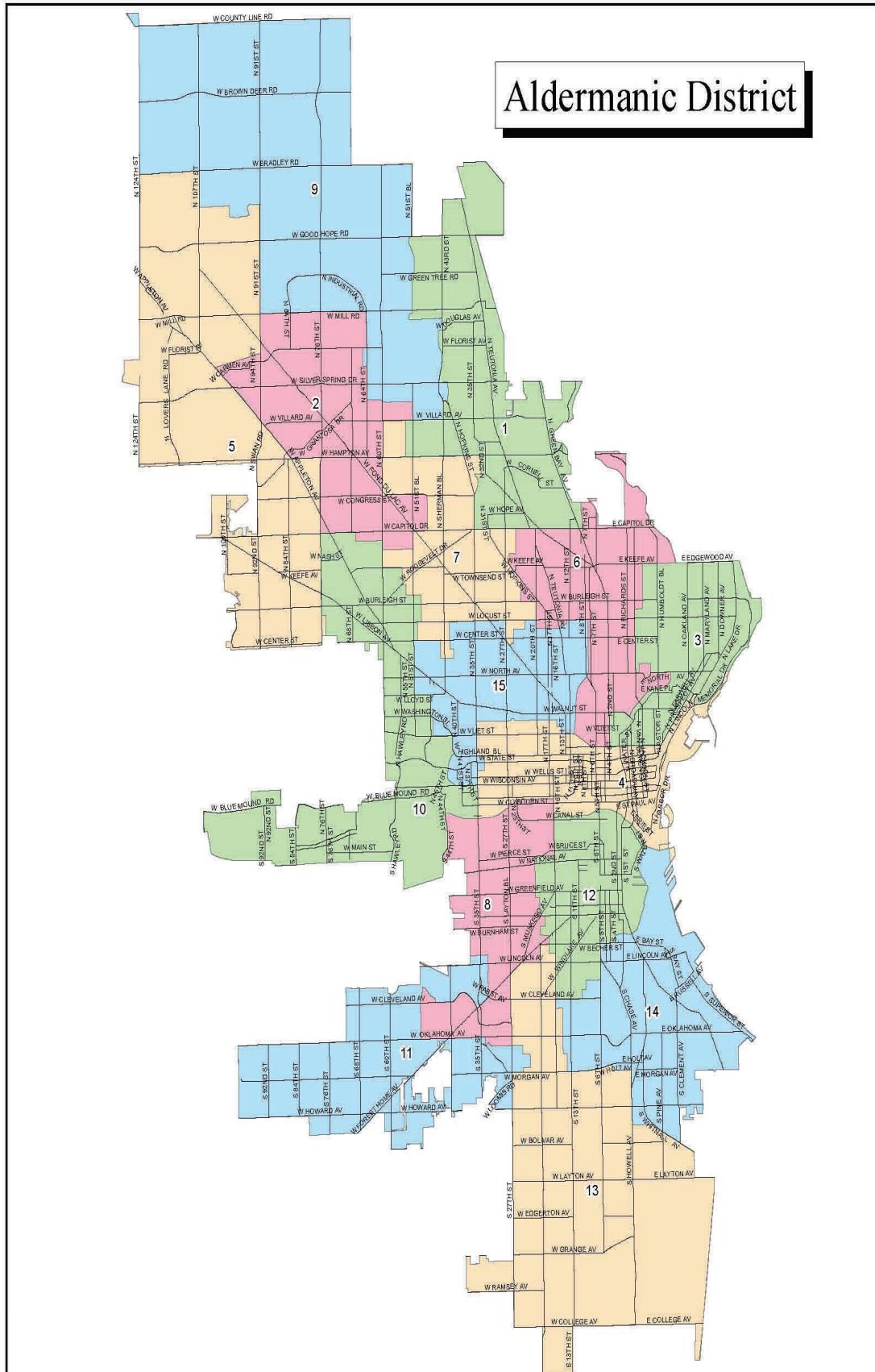
Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Admin Services Specialist	0	0	0	0	0	0	0	1	0	0	0	1
Admin Specialist Sr	0	1	0	0	0	0	0	0	0	0	0	1
Electronic Tech Supv	0	0	1	0	0	0	0	0	0	0	1	0
Network Coordinator Sr	0	1	0	0	0	1	0	0	0	1	0	3
Office Supervisor II	0	3	0	0	0	0	0	0	0	0	0	3
Printing & Stores Supv	1	0	0	0	0	0	0	0	0	0	1	0
Safety Specialist Sr	1	1	0	0	0	2	0	0	0	0	1	3
Building Maint Supv II	4	0	0	0	0	0	0	0	0	0	4	0
Fleet Maint Supv	1	0	0	0	0	0	0	0	0	0	1	0
Personnel Analyst St	0	0	0	0	0	1	0	0	0	1	0	2
Data Communications Spclst	1	0	0	0	0	0	0	0	0	0	1	0
Telecommunications Supv	0	1	0	0	0	0	0	0	0	0	0	1
Telecommunications Spclst	0	1	0	0	0	0	0	0	0	0	0	1
Accountant III	0	1	0	0	0	0	0	0	0	0	0	1
Building Maint Assist Manager	1	0	0	0	0	0	0	0	0	0	1	0
H/R Analyst Sr	0	1	0	0	0	0	0	0	0	0	0	1
Staff Assistant Sr	0	1	0	0	0	0	0	0	0	0	0	1
Network Manager	1	0	0	0	0	0	0	0	0	0	1	0
Information Systems Mngr	0	0	1	0	0	0	0	0	0	0	1	0
Police Budget & Admin Mngr	0	1	0	0	0	0	0	0	0	0	1	0
PD Personnel Administrator	0	0	0	0	0	1	0	0	0	0	0	1
Personnel Officer	0	0	0	0	0	1	0	0	0	0	0	1
Safety Director	0	0	0	0	0	1	0	0	0	0	0	1

Position Title	White		Asian		Black		Am. Indian		Hispanic		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Systems Security Admstr	0	1	0	0	0	0	0	0	0	0	0	1
Systems Analyst Sr	1	0	0	0	0	0	0	0	0	0	1	0
Data Services Manager	0	1	0	0	0	0	0	0	0	0	0	1
Public Relations Mngr	0	1	0	0	0	0	0	0	0	0	0	1
Crime & Intell Spclst	0	1	0	0	0	0	0	0	0	0	0	1
Police Building & Fleet Mngr	1	0	0	0	0	0	0	0	0	0	1	0
Total	12	16	2	0	0	7	0	1	0	2	14	26

# APPENDIX 12: CITY OF MILWAUKEE POLICE DISTRICTS



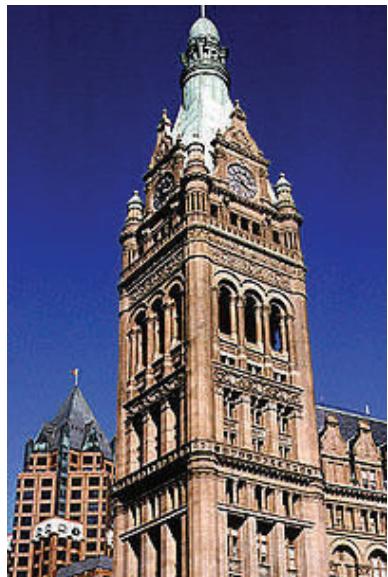
# APPENDIX 13: CITY OF MILWAUKEE ALDERMANIC DISTRICTS



## APPENDIX 14: ACCIDENTS AND INTERSECTIONS

Traffic Signal Control		
Street 1	Street 2	Number of Accidents
West Silver Spring Drive	North 91st Street	19
West Brown Deer Road	North 76th Street	16
West Burleigh Street	North 60th Street	15
West Burleigh Street	North Sherman Boulevard	15
West Capitol Drive	North 35th Street	15
West McKinley Avenue	North 6th Street	15
West Center Street	North 35th Street	14
West Good Hope Road	North 91st Street	14
West North Avenue	North 7th Street	14
West North Avenue	North 20th Street	14
West Oklahoma Avenue	North 27th Street	14

Stop Sign Control		
Street 1	Street 2	Number of Accidents
West Fond du Lac Avenue	West Villard Avenue	8
West Fond du Lac Avenue	North 52nd Street	7
West Baldwin Street	West Fond du Lac Avenue	6
West Becher Street	South 13th Street	6
West Capitol Drive	North 25th Street	6
West Constance Avenue	West Fond du Lac Avenue	6
West Fond du Lac Avenue	West Meinecke Avenue	6
West Mill Road	North 84th Street	6
West Mineral Road	South 11th Street	6
West National Avenue	South 20th Street	6



City Hall  
Milwaukee, Wisconsin

Fire and Police Commission  
Milwaukee City Hall, Room 706A  
200 East Wells Street  
Milwaukee, WI 53202

Phone: (414) 286-5000  
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Email: [fpc@milwaukee.gov](mailto:fpc@milwaukee.gov)

This report is also available online at:  
<http://www.city.milwaukee.gov/AnnualandSafetyRepor1102/AnnualReports.htm>