

FIRE AND POLICE COMMISSION

2011 ANNUAL REPORT



MICHAEL TOBIN, EXECUTIVE DIRECTOR

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MESSAGE FROM THE MAYOR, TOM BARRETT



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

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

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

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

MESSAGE FROM THE EXECUTIVE DIRECTOR, MICHAEL TOBIN



As many communities struggle with enacting their own version of citizen oversight, the Milwaukee Fire and Police Commission stands as a model for a system that has withstood innumerable political, fiscal, and social challenges.

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

As an example of this exemplary service, in 2011 the Milwaukee Fire Department responded to 11,880 calls for service, while working with a reduced budget, fewer firefighters on trucks, and regular brown-outs of apparatus. The department's state-of-the-art fire rescue boat and specialized hazardous materials and heavy urban rescue teams are called upon throughout southeastern Wisconsin when the very best expertise is needed.

Despite a significant increase in citizen-police contacts, the use of force by officers is a statistically rare event and citizen complaints have decreased by 1.6%. Despite fiscal challenges, 2011 saw more than 250,000 police-citizen contacts.

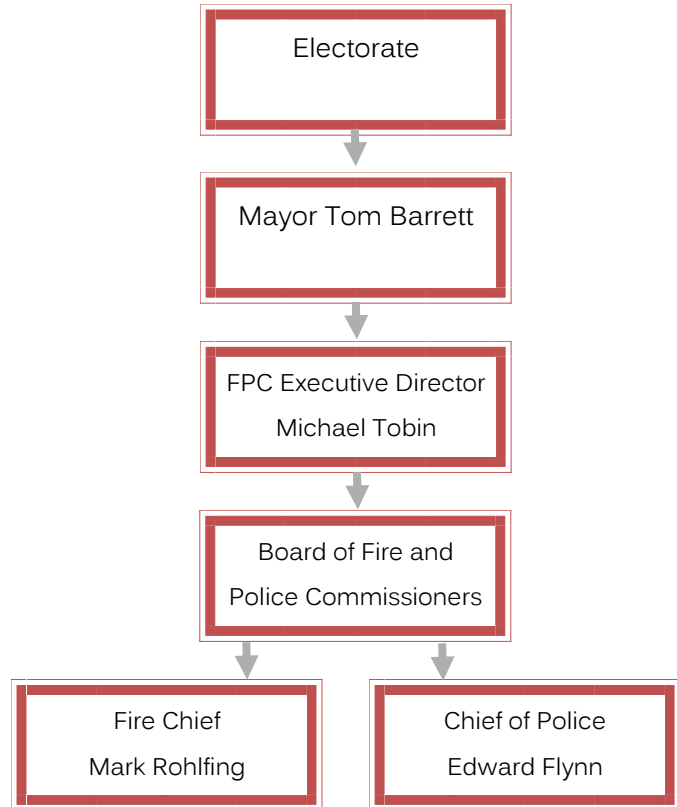
This annual report highlights many of the initiatives that are a product of the Commission's research of best practices and the promulgation of new policies, procedures, and guidance.

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

FIRE AND POLICE COMMISSION

Under state law and City Charter, the Fire and Police Commission (FPC) oversees the Milwaukee Fire Department (MFD) and Milwaukee Police Department (MPD) (see Chart 1). The FPC sets overall policy and standards while the Chief of each department manages daily operations and implements the FPC's policy direction and goals. In addition to policy direction, FPC functions include establishing recruitment and testing standards for positions in MFD and MPD, rendering decisions in appeals by members of either department who have been disciplined by their Chief, independently investigating and monitoring citizen complaints, and disciplining employees for misconduct.

Chart 1: Organizational Chart



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

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

HISTORY

The Fire and Police Commission was established in 1885 by state law and is one of the oldest fire and police oversight agencies in the nation. The FPC was originally created to remove the fire and police services from the influences of politics. In Milwaukee, as in most cities, Chiefs of both departments were appointed by the mayor, who used these appointments, and the appointment of police officers, as a form of political patronage. The 1885 law made the FPC responsible for setting employment standards, testing candidates for positions in the Fire and Police Departments, and appointing both Chiefs. In 1911, the FPC's authority was expanded to include all aspects of operational oversight of the Fire and Police Departments. The City Charter in 1968 and state law in 1969 allowed people to file citizen complaints against members of either MFD or MPD, and in 1977, changes in state law gave the FPC public safety rule-making authority. More recently in 2008, state law allowed for an increase to seven citizen board members, instead of the previous five.

GUIDING PRINCIPLES

The mission of the FPC is to ensure that the Fire and Police Departments are prepared to protect the lives and property of the citizens of the City of Milwaukee by:

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

In 2011, the FPC utilized numerous strategies to provide effective public safety services to the citizens of Milwaukee, including:

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

CITIZEN BOARD MEMBERS

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

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

The FPC's authority and responsibility are set forth in Wisconsin Statute Section 62.50, the Milwaukee City Charter Chapter 22.10, and the Milwaukee Code of Ordinances Chapter 314. The seven citizen board members are appointed by the Mayor of Milwaukee and approved by the Common Council. They serve overlapping five-year terms, and receive a stipend of \$6,600.00 per year. The 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 2010:



Richard Cox was appointed to the Board in December 2005 and reappointed in July 2008, to a term which will expire in 2013. He was elected Chair of the Board in October 2008. 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.



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



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



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



Carolina Stark was appointed to the Board in July 2008 and elected Vice-Chair in October 2008. 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 has been Treasurer of Historic Concordia Neighbors, Inc. since 2007 and a member of that organization since 2002.

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

FPC COMMITTEES AND MEETINGS

The FPC citizen board holds regular business meetings with the department Chiefs twice each month except August, usually on the first and third Thursdays of the month, at 5:30 p.m. All of these meetings are open to the public, and provide an opportunity for interested persons to listen to discussion and offer comments on agenda matters. Meetings are held in the Common Council meeting rooms on the third floor of City Hall or in various community locations. The citizen board has three standing committees that meet periodically: the Committee on Policies and Standards, the Committee on Complaints and Disciplines, and the Committee on Testing and Recruiting. The citizen board also holds various disciplinary appeal and citizen complaint hearings. These 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. (<http://city.milwaukee.gov/fpc/Meetings>)

Committee on Complaints and Disciplines

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

Committee on Policies and Standards

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

Committee on Testing and Recruiting

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

PROFESSIONAL STAFF

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

Administrative Staff

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

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

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

Testing Staff

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

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

Monitoring/Oversight Staff

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

Cheryl Patane is an Investigator/Auditor for the FPC. Prior to her employment with the FPC, she was employed with the Milwaukee County Sheriff's Office as a detective in the Special Investigations Unit. Ms. Patane received her Bachelor of Arts degree in Education and her

Master's degree in Administrative Leadership from the University of Wisconsin-Milwaukee. She investigates citizen complaints filed with the FPC and audits citizen complaint investigations of MFD and MPD.

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

Research Staff

Kristin Kappelman is the FPC's Research and Policy Analyst. Prior to her employment with the FPC, Ms. Kappelman was employed as a Research Associate with the Police Executive Research Forum (PERF). She received her Master's Degree in Forensic Psychology from Marymount University and her Bachelor's Degree in Psychology from the University of Wisconsin-Milwaukee. Ms. Kappelman conducts research and analysis of public safety issues, designs the FPC's Annual Report, Mid-Year Reports, and brochures, and conducts community surveys.

Joan Dimow is the FPC's Research Assistant. Ms. Dimow studies public safety issues such as crime, fires, personnel needs, and budget allocations. Ms. Dimow 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.

Matthew Janecke is a Graduate Intern with the FPC. Mr. Janecke conducts research and analysis of various public safety topics and assists the Executive Director with special projects. Prior to joining the FPC, he served in the Army National Guard, where he conducted port security for his overseas mission, and worked as a Park Ranger for Wyalusing State Park. Mr. Janecke received his Bachelor's degree from the University of Wisconsin-Stevens Point and is pursuing his Master's Degree in Public Administration at the University of Wisconsin-Milwaukee.

Department of Employee Relations

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

Sally McAttee, Human Resources Manager

Marti Cargile, Human Resources Representative

Cassandra Scherer, Human Resources Representative

Timothy Keeley, Human Resources Representative

Michelle Stein, Human Resources Representative

Susan Liedtke, Program Assistant II

BUDGET

The 2011 Budget provided funding to fully staff the FPC. By utilizing enhanced data system capabilities, the FPC continued to fully exercise its policy review efforts and oversight in order to proactively address systematic problems and influence positive organizational change to ensure a fair, competent, and transparent system while capturing and identifying trends, patterns, and other critical elements (see Table 1).

Table 1: 2011 Budget Summary

	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget	Change 2011 Adopted vs 2010 Adopted
Personnel				
FTEs— Operations & Maintenance	9.50	8.70	11.60	2.90
FTEs—Other	0.00	1.80	1.80	0.00
Total Positions Authorized	17	18	21	3
Expenditures				
Salaries and Wages	\$629,753	\$592,514	\$723,922	\$131,408
Fringe Benefits	\$273,363	\$242,931	\$347,483	\$104,552
Operating Expenditures	\$65,657	\$134,028	\$127,167 ¹	-\$6,861
Equipment	\$6,548	\$1,000	\$4,300	\$3,300
Special Funds	\$3,300	\$0	\$77,600 ¹	\$77,600
TOTAL	\$994,628	\$970,473	\$1,280,472	\$309,999

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

DEPARTMENT HIGHLIGHTS IN 2011

FIRE AND POLICE COMMISSION

- ⇒ FPC takes over recruitment and selection process for fire and police sworn personnel from Department of Employee Relations.
- ⇒ FPC staff participates in National Association for Civilian Oversight of Law Enforcement Mini-Conference.
- ⇒ MPD's use of force was analyzed by Dr. Steven Brandl from the University of Wisconsin-Milwaukee.
- ⇒ FPC presented reports on Officer Involved Shootings, Vehicle Pursuits, Canine Related Use of Force Incidents, and annual mid-year and full-year reports.
- ⇒ Special meeting held on Police Chief's report on crime.

MILWAUKEE FIRE DEPARTMENT

- ⇒ Chief Rohlfin introduces the Professional Development Program to develop future command staff leaders within the MFD.
- ⇒ MFD develops workplace grievance procedures and disciplinary procedures for non-sworn personnel that are no longer represented by a collective bargaining unit.
- ⇒ MFD personnel made contact with 177,115 individuals concerning fire safety education and distributed 1,118 smoke detectors.
- ⇒ MFD responded to 8,184 rescue calls, 3,696 fire calls, and 1,260 service calls .

MILWAUKEE POLICE DEPARTMENT

- ⇒ Chief Flynn appointed for second four-year term of office.
- ⇒ MPD initiates Students Talking it Over with Police or STOP program.
- ⇒ Police Department disciplinary Rule 4 rescinded and code of conduct fully implemented.
- ⇒ MPD develops workplace grievance procedures and disciplinary procedures for non-sworn personnel that are no longer represented by a collective bargaining unit.
- ⇒ Policy decision made to continue collecting racial information at traffic stops and to continue cultural diversity training for police officers.
- ⇒ Between 2010 and 2011, violent crime decreased by 7.1%, from 6,336 violent crimes in 2010 to 6,192 violent crimes in 2011

OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY (OEMHS)

- ⇒ Managed and provided oversight for more than \$4.1 million in federal Urban Area Security Initiative funding expenditures.
- ⇒ Coordinated successful application process resulting in more than \$400K in Port Security Grant funding expenditures.
- ⇒ Participated in planning and coordinating a number of tabletop, functional and full-scale exercises including Vigilant Guard, Regional Hazmat, Joint Eagle, Regional Transit and Iron Horse, all aimed at improving preparedness.
- ⇒ Established a regional Incident Management Team (IMT) to coordinate response and recovery activities over extended periods of time.
- ⇒ OEMHS and FEMA Region V named to spearhead a nation-wide pilot program aimed at upgrading disaster assessment processes and technology.
- ⇒ Initiated and coordinated the federally funded creation of a City Comprehensive Emergency Management Plan (CEMP).
- ⇒ Created a City of Milwaukee Emergency Operations Task Force to improve communications and agency interoperability during critical incident mobilizations.

COMMUNITY RELATIONS

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

The staff of the FPC is proud to have volunteered for the following community events in 2011.

- ⇒ For the United Performing Arts Fund (UPAF), FPC staff participated in the Ride for the Arts, a 12-mile bike ride that looped from Maier Festival Park, the Harley-Davidson Museum, and Miller Park. UPAF is a non-profit organization that supports 34 different performing arts groups in Southeastern Wisconsin.



FPC staff members participated in UPAF's Ride for the Arts. From left: Analyst Kristin Kappelman, Program Assistant Renee Keinert, Office Assistant Molly Kuether, Investigator Susan Bodden-Eichsteadt, and Community Relations Manager David Heard.

⇒ In Spring, FPC staff volunteered for the Children's Service Society of Wisconsin run/walk for foster care and adoption. Children's Service Society of Wisconsin, a member of Children's Hospital and Health System, is Wisconsin's largest private, not-for-profit, provider of child welfare services.

⇒ For a third year in a row, staff members also volunteered at Project Ujima's Pancake Breakfast with Santa. Project Ujima is a community program that addresses the needs of youth victims of violence who come to Children's Hospital Emergency Department/Trauma center. Staff members assisted with set-up, handed out books, and helped serve a delicious pancake breakfast to the victims and their families.



November 3, 2011 Police Aide Open House held at the City of Milwaukee Safety Academy

⇒ In Fall, FPC staff attended Walk Our Children to School Day at Fairview Elementary School. This international event is aimed at promoting an active lifestyle, supporting sustainable modes of transit, increasing safety for pedestrians and cyclists, and building a stronger community.



October 5, 2011 Fairview Elementary School. International Walk Our Children to School Day

Along with volunteering at these community events, FPC staff attended over 130 community meetings, spoke at various community organizations/functions, and held two FPC Board meetings outside of City Hall in neighborhood locations. Community relations staff also participated in over 110 recruitment events, such as open houses , and resource events throughout the City of Milwaukee. FPC staff and board members routinely participated in various MFD and MPD functions, like the Citizens' Police Academy.



August, 27, 2011. Engine 34 Annual Firehouse Back To School Block Party

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

The FPC's website is updated frequently and contains information on all Board meetings, reports issued by FPC staff, directions on how to file a citizen complaint, and other helpful items pertaining to public safety. The website is designed to provide the public with accurate information regarding the FPC and its outreach efforts.

For additional information, please contact David Heard, Community Relations Manager, at (414) 286-5064 or dheard@milwaukee.gov.

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

CITIZEN COMPLAINT INVESTIGATIONS

A primary function of the FPC is to provide a viable citizen complaint process that ensures that MFD and MPD personnel treat community members with courtesy and respect according to the rules and regulations of their respective departments. The citizen complaint process has four goals:

1. Increase transparency and community confidence in the citizen complaint process;
2. Establish an independent system for receiving, investigating, and disciplining department members for acts of misconduct;
3. Provide a means to analyze complaints for the purpose of identifying trends or patterns within MFD or MPD; and
4. Monitor and audit complaints and discipline investigations conducted by MFD and MPD to ensure a fair and thorough process.

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

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

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

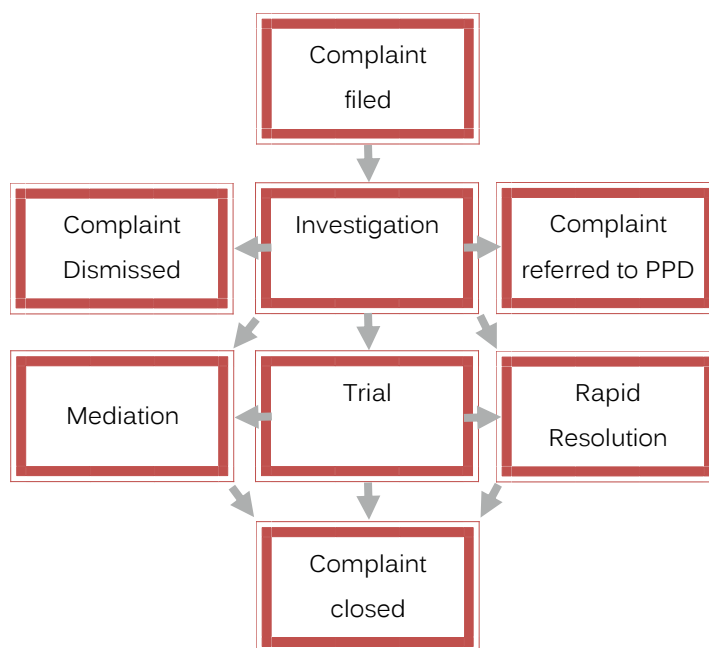
COMPLAINT PROCEDURES

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

Chart 2. Citizen Complaint Process

Mediation

The FPC offers mediation as an alternative to the traditional complaint process. Mediation gives complainants an opportunity to address and resolve their concerns with the MFD or MPD employee, while allowing both parties the opportunity to learn from the open discussion and contribute to better community relations. If the citizen and employee agree to mediation, there will be no FPC citizen board trial and no disciplinary action will be taken against the employee.



The FPC uses the Milwaukee Mediation Center as an independent mediator. The Milwaukee Mediation Center is a non-profit community organization that promotes and provides mediation and other effective processes of conflict resolution and restorative justice.

CITIZEN COMPLAINT DEFINITIONS

Type of Complaint

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

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

Allegation Categories

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

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

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

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

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

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

Findings

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

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

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

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

Rapid Resolution

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

Either the Assistant Chief of MFD, the district or bureau Captain of MPD, or the appropriate supervisor will directly contact the complainant in order to provide a “rapid resolution.” This process gives the supervisor the opportunity to resolve any questions or concerns directly with the individual.

Citizen Board Trial

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

The citizen board trial is a quasi-judicial process in which witnesses are sworn, testimony is taken, and evidence is presented. Each party can question the other, call witnesses, present exhibits, and testify. The citizen board, composed of FPC Commissioners, reviews the evidence and ultimately makes its findings and final decision.

2011 CITIZEN COMPLAINT STATISTICAL REVIEW

Along with investigating citizen complaints against employees of MFD and MPD, FPC investigators occasionally receive complaints or inquiries unrelated to MFD or MPD.⁵ These inquiries, while not included in the 2011 citizen complaint totals, are reported because staff still responded to these inquiries and directed the individual to the appropriate authority. Three complaints involved fire or police employees of other jurisdictions, and eighteen inquiries involved complaints made against other City of Milwaukee departments or were situations where the complainant did not wish to file a complaint.

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

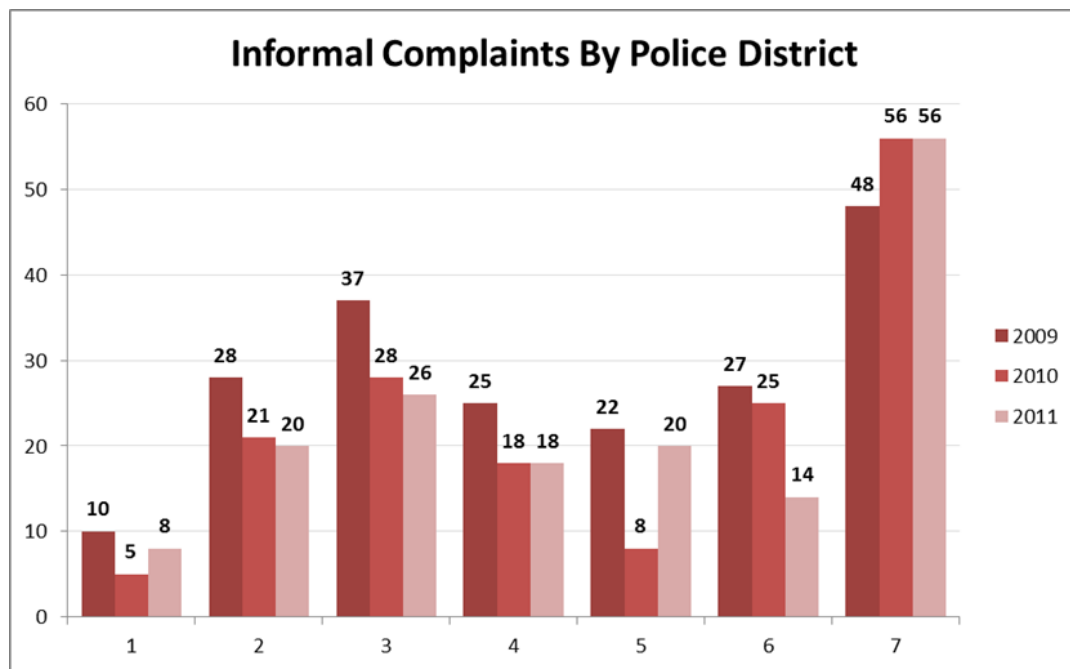
A total of 249 citizen complaints were filed with the FPC in 2011, a 1.6% decrease from 2010 and a 21.9% decrease from 2009.⁶ The decreasing trend in citizen complaints filed with the FPC is likely indicative of an increase in citizens' confidence and trust in the public safety departments. While overall complaints have declined, the FPC will continue to investigate all complaints to ensure that community members are treated with courtesy and respect.

Informal Complaints

In 2011, 170 complaints (68.0%) filed with the FPC were classified as informal, a 1.8% increase from the 167 informal complaints filed in 2010. Nearly all of the informal complaints filed in 2011 were closed (166 informal complaints, 99.4%).

The most common location for the origin of the informal complaint was Police District 7, with 56 informal complaints (34.6%)(see chart).⁷ Police District 3 was the location with the second most informal complaints (16%). The Police District with the least amount of informal com-

Chart 3.

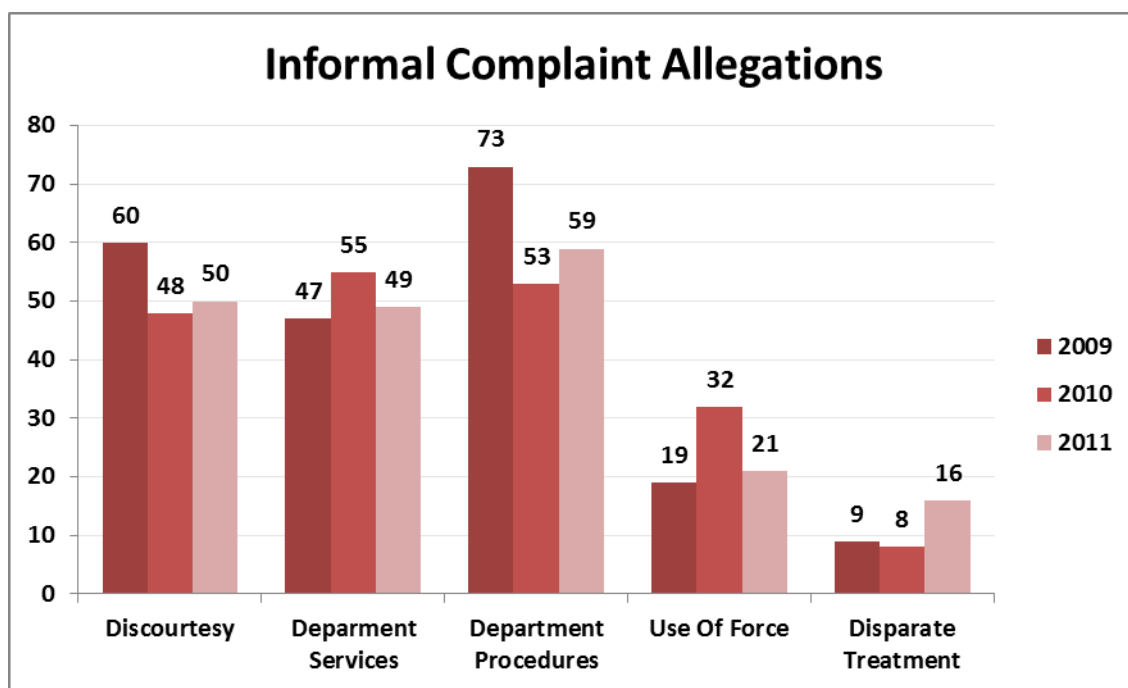


6. Because of a reclassification of citizen complaints in 2009, comparison to complaints filed prior to 2009 can not be performed.

7. Note: 8 missing cases.

plaints was Police District 1, having only eight complaints (4.9%.) Only Police Districts 1 and 5 reported an increase in informal complaints between 2010 and 2011. As seen in Chart Four, department procedures had the most informal complaint allegations with 59 (29.1%), followed closely by discourtesy (50 informal complaints, 24.6%), use of force had 21 informal complaints (10.3%), and department services (49 informal complaints, 24.1%). Disparate treatment (16 complaints, 7.9%) had the least amount of informal complaint allegations. Eight informal complaints (3.9%) were missing or contained no allegation.

Chart 4.



Formal Complaints

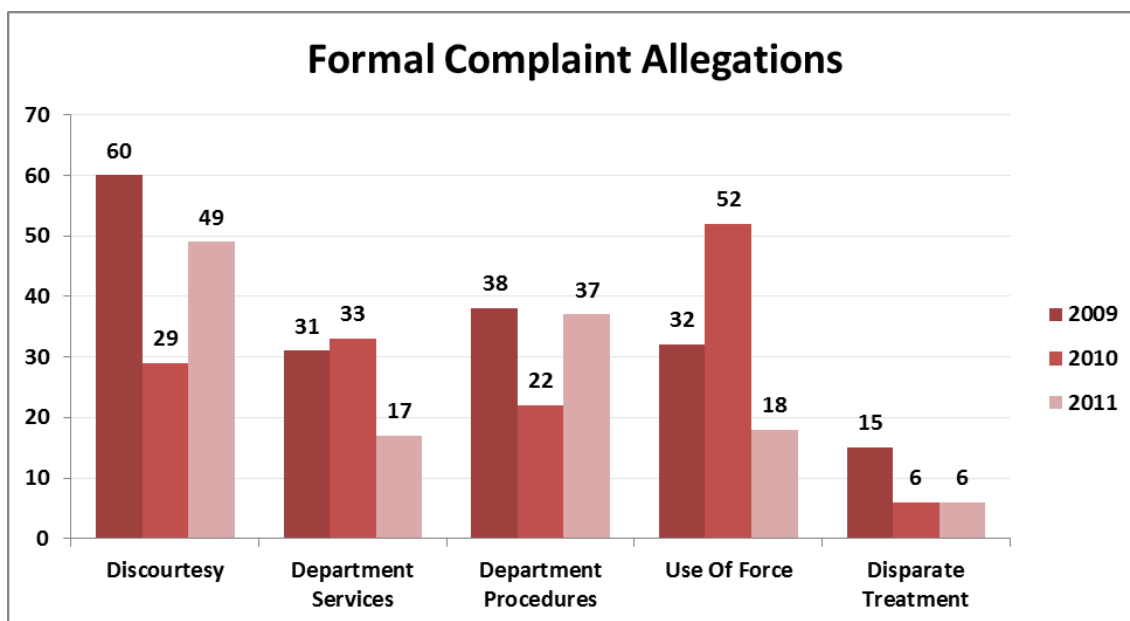
In 2011, 79 complaints (32.0%) filed with the FPC were formal, an 8.1% decrease from 2010. Most of the formal complaints filed in 2011 were closed (75 formal complaints, 95.0%). The remaining 4 complaints (5.0%) were open and remained under investigation.

The majority of formal complaints were concerned with officers' actions during an investigation (44 complaints, 34.4%), 26 formal complaints (20.3%) involved traffic stops, while 20 formal complaints (15.6%) were considered duties of squad/beat patrol. The remaining com-

plaints (29.7%) involved other officer actions, such as those related to search warrants or effecting arrest.

As seen in Chart 5, discourtesy had the most formal complaint allegations with 49 (38.0%), followed by department procedures (37 formal complaints, 28.7%), use of force (18 formal complaints, 14.0%), and department services (17 formal complaints, 13.2%). Disparate treatment had the fewest formal complaint allegations (6, 4.7%). Two formal complaints failed to report an allegation. Both department procedures and discourtesy allegations increased between 2010 and 2011.

Chart 5.



Fifty-six formal complaints (48.7%) were found to be not sustained, and sixteen formal complaints (13.9%) were closed via rapid resolution. In 13 formal complaints (11.3%), the allegation was unfounded, and in 18 formal complaints (15.7%), the complaint was closed. Five complaints (4.3%) were sustained, four complaints (3.5%) were withdrawn, 1 complaint (0.9%) led to officer exoneration, and one complaint (0.9%) was sent for mediation.⁸

8. Note: 14 missing cases.

Eleven formal complaints (14.7%) originated in aldermanic district 4, and 9 formal complaints (12.0%) originated in aldermanic districts 6, 7 and 15 (see Table 2).⁹ Aldermanic district 11, with 1 formal complaint, and aldermanic districts 5, 9, and 13, with 2 formal complaints, had the fewest number of formal complaints.

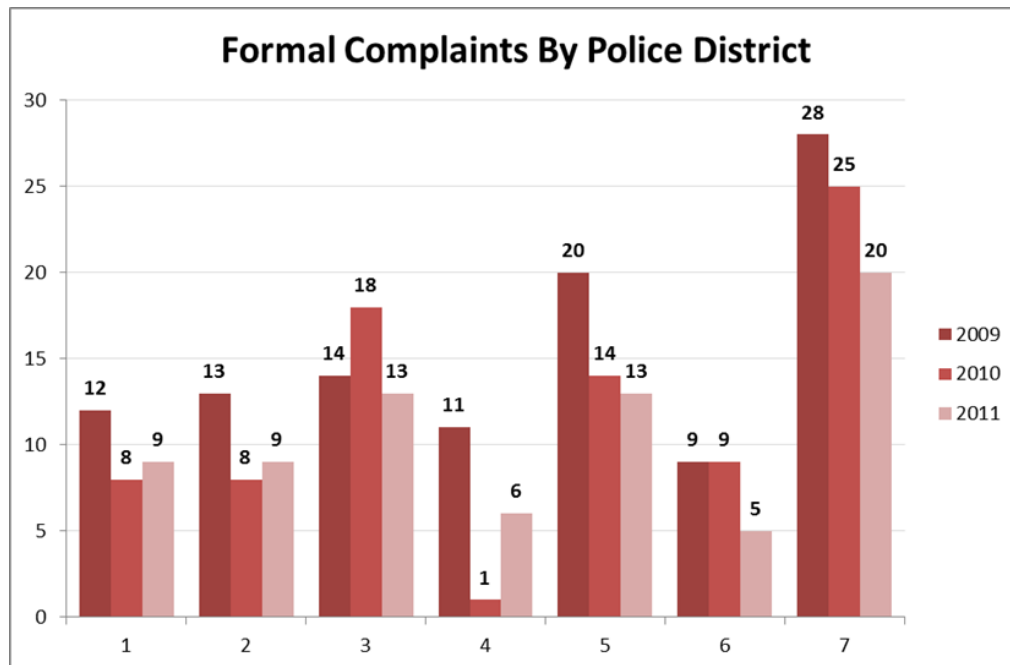
**Table 2. Formal Complaints by
Aldermanic District**

Aldermanic District	Frequency	Percent
1	4	5.1
2	7	8.9
3	5	6.3
4	11	13.9
5	2	2.5
6	9	11.4
7	9	11.4
8	3	3.8
9	2	2.5
10	3	3.8
11	1	1.3
12	5	6.3
13	2	2.5
14	3	3.8
15	9	11.4

9. Note: 4 missing complaints.

Police District 7 was the Police District location with the most formal complaints, having 20 complaints (26.7%)(see Chart Six), followed by Police Districts 3 and 5 with 13 complaints (17.3%).¹⁰ The Police District that had the least amount of formal complaint allegations was Police District 6, having only five complaints (6.7%). No Police District saw an increase in formal complaints over the previous 2009-2010 average.

Chart 6.



Complaint Demographics

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

In total, 82 individuals filed formal complaints with the FPC in 2010. Of these 82 individuals 12 did not provide race data. The age of complainants ranged from 17 years old to 68 years old, with a mean of 40 years old, a median of 39 years old, and a mode of 35 years old.¹¹

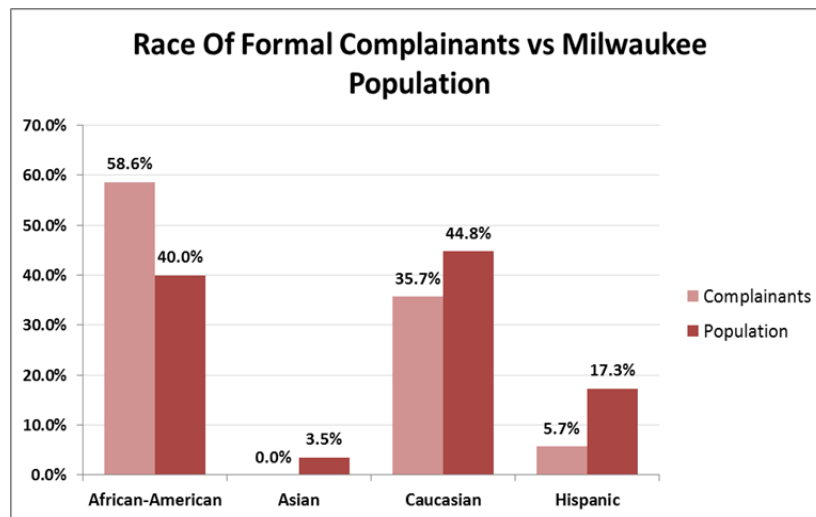
Of the 70 responding individuals, 41 complainants (58.6%) were African-American, followed by Caucasian (25 complainants, 35.7%), Hispanic (4 complainants, 5.7%), and Asian (0 complainants, 0.0%) (see chart 7). Complainants that indicated a race of African-American filed complaints with the FPC at a rate higher than their representation in the City of

10. Note: 4 missing complaints.

11. Note: 2 missing cases

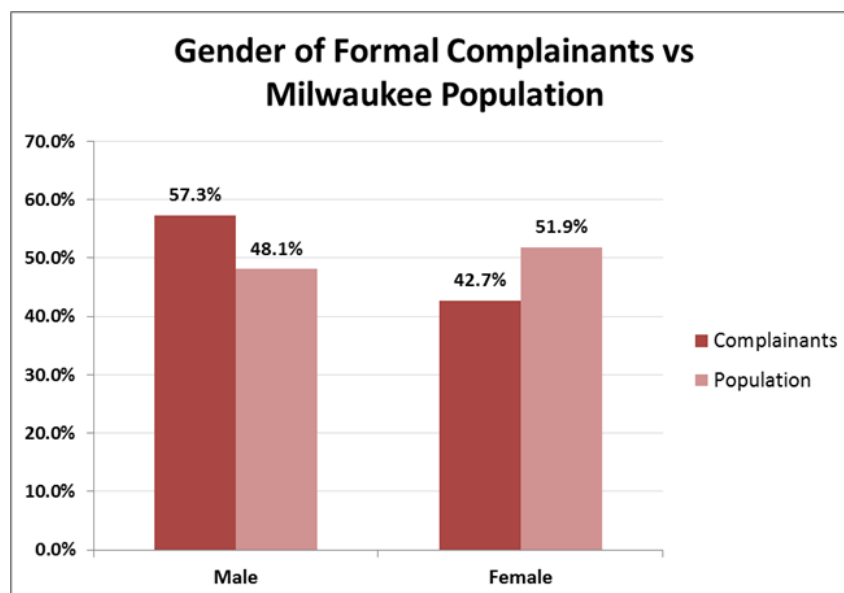
Milwaukee's general population (40.0%), while individuals who indicated Caucasian, Hispanic, and Asian filed complaints at a rate lower than their population representation (44.8%, 17.5%, and 3.5%).

Chart 7.



As seen in Chart 8, 47 individuals (57.3%) that submitted a formal complaint were male, while 35 complainants (42.7%) were female. The number of complainants from each gender is comparable to the general population for the City of Milwaukee, with males at 48.1% and females at 51.9% (see Chart 8 below).

Chart 8.

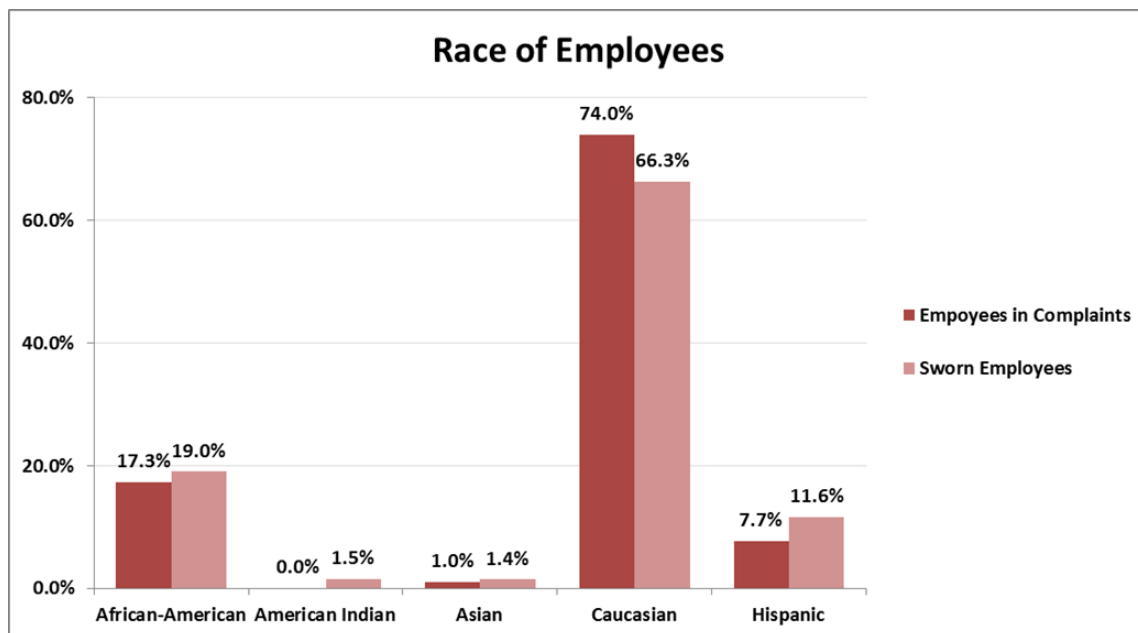


Employee Demographics

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

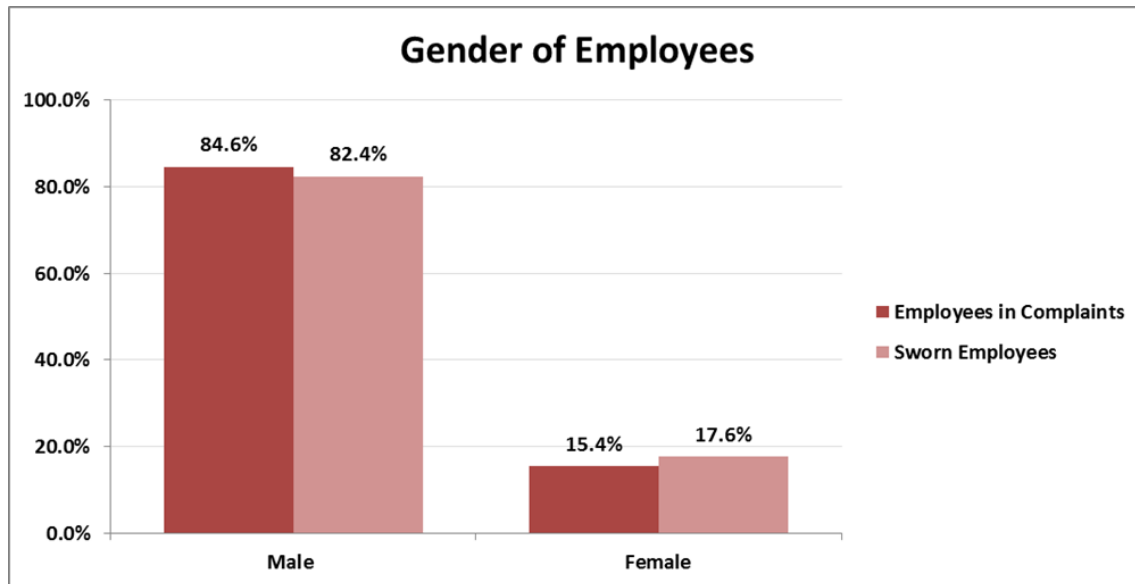
Of the known employees, a total of 77 employees (74.0%) that had formal complaints filed against them in 2010 were Caucasian (see Chart 9).¹² Eighteen employees (17.3%) were African-American, eight employees (7.7%) were Hispanic, and one employee (1.0%) was Asian. Caucasian employees were overrepresented in complaints, while African-American, Asian, and Hispanic employees were underrepresented.

Chart 9.



12. 22 missing cases

Chart 10.



Of the known employees listed in the formal complaints, 88 sworn employees (84.6%) were male, and 16 sworn employees (15.4%) were female (see Chart 10).¹³ Given the overall representation of male and female employees in MPD, both genders were almost equally represented in the 2010 formal complaints.

Age of known employees ranged from 22 years old to 63 years old, with a mean of 33 years old, a median of 37 years old, and a mode of 37 years old.¹⁴

Eighty-two employees (78.1%) were at the rank of Police Officer at the time of complaint (footnote 23 missing). Fifteen employees (14.3%) were Police Sergeants, 2 employees (1.9%) were Detectives, 2 employees (1.9%) were a Police Lieutenants, and 1 employee (1.0%) was each a Captain, Chief, Administrative Lieutenant, and inspector of Police.¹⁵ Years of service ranged from 1 year to 30 years of service, with a mean of 11 years of service, a median of 9 years of service, and mode of 3 years of service.¹⁶

13. 22 missing cases

14. 23 missing cases

15. 23 missing cases

16. 22 missing cases

POLICE CITIZEN CONTACTS AND CITIZEN COMPLAINTS

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

MPD conducted a total of 61,138 field interviews in 2011 (see Table Three), a 28.5% increase from the 47,578 field interviews conducted in 2010. Sworn employees in Police District 3 had the most field interviews, with 12,391. In 2011, MPD performed 189,556 traffic stops, a 1.4% decrease from the 192,230 traffic stops performed in 2010. Sworn employees in Police District 7 had the most traffic stops, with 36,838, followed by Police District 3 with 31,858 and Police District 4, with 28,633. MPD had a total of 250,694 police-citizen contacts in 2011.

As previously reported, a total of 79 formal complaints were filed with the FPC in 2011, and a total of 258 citizen complaints were filed with PPD. Police District 7, with 73 total complaints, was the location with the highest number of citizen complaints. Police District 1, with 23 complaints, Police District 2, with 27 complaints, and Police Districts 5 and 6, with 36 complaints, were the locations with the fewest complaints.

The overall rate of citizen complaints to police-citizen contacts for the City of Milwaukee was 1.34, which represents a decrease from last year's rate of 1.64 across the entire City. Police District 7 had the highest rate, with 1.58, a decrease from 2.98 in 2010. Police District 2 had the lowest rate, with 0.89, a slight increase from 0.68 in 2010. The decrease in the citizen complaint rate, across the entire City of Milwaukee, indicates that while sworn employees are making additional contacts with citizens on a more-regular basis, the additional contacts are not leading to more complaints.

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

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

	Field Interviews	Traffic Stops	Total Police-Citizen Contacts	Formal FPC Citizen Complaints	PPD Citizen Complaints	Total Citizen Complaints	Formal Citizen Complaints per 1,000 Police-Citizen Contacts
District 1	4,059	14,563	18,622	9	14	23	1.24
District 2	9,336	21,116	30,452	9	18	27	0.89
District 3	12,391	31,858	44,249	13	47	60	1.36
District 4	11,979	28,633	40,612	6	31	37	0.91
District 5	10,017	27,477	37,494	13	23	36	0.96
District 6	3,971	28,073	32,044	5	31	36	1.12
District 7	9,327	36,838	46,165	20	53	73	1.58
Total	61,138 ¹⁸	189,556 ¹⁹	250,694	79 ²⁰	258 ²¹	337	1.34

18. Note: 58 missing cases

19. Note: 998 missing cases

20. Note: 4 missing cases

21. Note 41 missing cases

RESEARCH

The Research staff of the FPC analyzes data from the public safety departments; surveys citizen complainants; publishes research reports; designs the Annual Report, Mid-Year Report, and FPC brochures; and researches various public safety topics as necessary. Along with the Annual and Mid-Year Reports, the Research staff published an Analysis of 2011 Milwaukee Police Department Firearms Discharges Report, which is excerpted below. The full text of each report is available on the FPC's webpage. For additional information, please contact the Fire and Police Commission Research and Policy Analyst, at (414) 286-5057.

ANALYSIS OF 2011 MILWAUKEE POLICE DEPARTMENT FIREARMS DISCHARGES

This report is an analysis of Milwaukee Police Officer firearms discharges in 2011. Each firearms discharge by an officer is categorized as one of three types of incidents for the purposes of this report: intentional discharge during a confrontation, intentional discharge during a confrontation with an animal, or unintentional discharge. Every instance in which an officer discharges their weapon is recorded and evaluated, and information from these evaluations can be used to initiate tactical and strategic changes with regard to how officers use and deploy their firearms. This report may also help the community understand the circumstances of an officer-involved shooting in a more detailed context than television and newspaper media reports of an incident. The conclusions contained in this report are suggestions for possible modifications based upon a limited statistical review of a relatively small number of incidents.

In 2011, there were a total of 15 incidents of intentional firearms discharge during a confrontation and seven incidents of unintentional firearm discharge. Additionally, the Milwaukee Police Department experienced 63 incidents of intentional firearm discharge with animal targets. These incidents involved a total of 64 animal targets (one incident involved two dogs). Of the 64 animals targeted, 58% were dogs (37), 36% were deer (23), 5% (3) were raccoons, and 2% (1) were opossums.

MILWAUKEE HOMICIDE REVIEW COMMISSION

The Milwaukee Homicide Review Commission (MHRC) was established in January 2005 as a central component to the City of Milwaukee's violence prevention efforts. Using public health and criminal justice approaches, it was designed to:

1. Gain a better understanding of homicide through strategic problem analysis;
2. Develop innovative and effective responses and prevention strategies; and
3. Help focus available prevention and intervention resources.

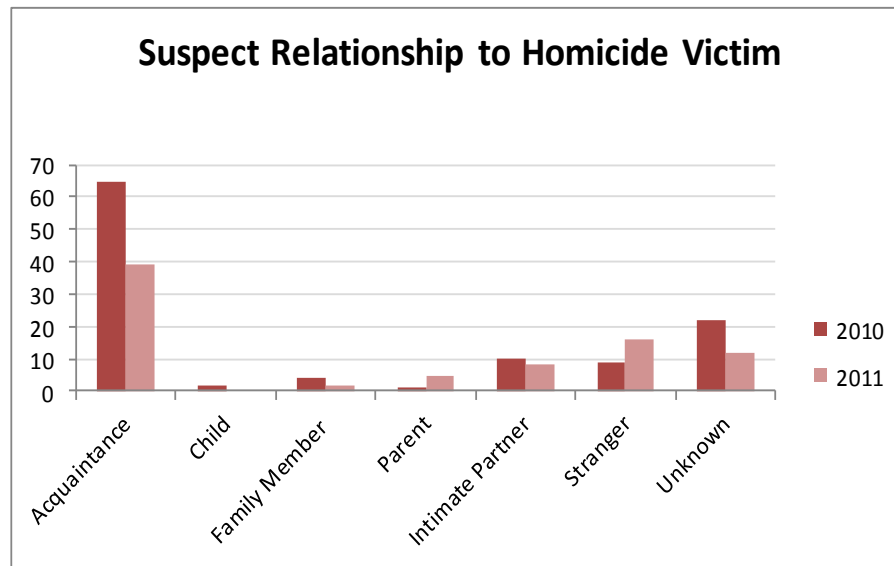
The MHRC provides a unique forum for addressing violence in the City of Milwaukee. It strives to reduce homicide and non-fatal shootings through a multi-level, multi-disciplinary, and multi-agency homicide review process. The MHRC is comprised of law enforcement, criminal justice professionals, community service providers, public officials, and residents who meet regularly to exchange information regarding the City of Milwaukee's homicides and identify methods of prevention from both public health and criminal justice perspectives. FPC Executive Director Michael Tobin is a member of the MHRC Executive Board. The MHRC makes recommendations based on trends identified through the case review process, ranging from micro-level law enforcement strategies and tactics to macro-level police change.

2011 HOMICIDES AND NONFATAL SHOOTINGS

- ⇒ From 2010 to 2011, homicides decreased by 9%, from 95 to 86, while non-fatal shootings increased by 18%.
- ⇒ Since 2005, black, male homicide victims have consistently made up the majority of all homicide victims. In 2011, black males made up 72% of all homicide victims.
- ⇒ The ages of homicide victims ranged from less than one year old to 71 years old, with a mean of 28 years old. The majority (53%) of homicide victims were adults between 26 and 59 years of age, while non-fatal shooting victims were more likely to be young adults, with 46% between the ages of 18 and 25.
- ⇒ In 2011, 77% of all homicide victims had a criminal history, and 90% of homicide suspects also had criminal histories.
- ⇒ Eighty-three percent of homicides occurred in lower socioeconomic status (SES) neighborhoods, and 84% of non-fatal shootings occurred in lower SES neighborhoods.

- ⇒ Domestic violence related homicides decreased by 53%, from 19 in 2010 to 9 in 2011.²² Eight of the nine domestic violence homicides were classified as intimate partner violence.²³
- ⇒ Acquaintance was the most common type of relationship between the homicide victim and suspect.

Chart 11.



- ⇒ The months of April and May, with 11 homicides each, had the most number of homicides, while July, with 83 non-fatal shootings, had the most shootings—a 102% increase from July 2010.
- ⇒ An argument/fight was the most common circumstance or factor resulting in a homicide with 25 homicides, followed by drug-related (21 homicides) and robbery and unknown (17 homicides each). Robbery was the most common circumstance for non-fatal shootings, with 164 shootings, followed by argument/fight (148 shootings).
- ⇒ Three homicide circumstances increased from the year 2010 to 2011— child abuse/neglect increased from 1 to 7 cases, a 600% increase, while drug-related cases increased by 110%, and cases with unknown circumstances increased by 89%.
- ⇒ Firearms accounted for the majority of homicide weapons (60 homicides, 70%), followed by knife/edged weapon (10 homicides, 12%) and bodily force (7 homicides, 8%).

22. Domestic violence is defined as an act of physical aggression against another person.

23. Intimate partner violence is defined as physical aggression among persons that are married or in a domestic or intimate relationship.

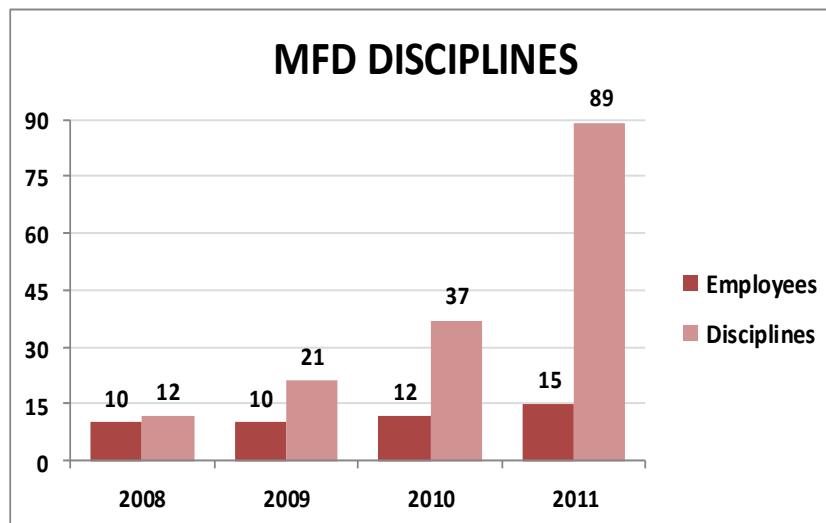
DISCIPLINES

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

MILWAUKEE FIRE DEPARTMENT

A total of 15 MFD employees were disciplined for 89 rule violations in 2011 (see Chart 14). The number of employees disciplined increased between 2010 and 2011 by 3, and the number of rule violations increased by 52.^{24, 25}

Chart 12.



The most common rule violations were:

- ⇒ 13 violations of rule 27.2: Violations.
- ⇒ 11 violations of rule 24.2: General Conduct;
- ⇒ 11 violations of rule 27.1: Charges; and
- ⇒ 11 violations of rule 24.1: Rules, Orders, Laws, Ordinances, Etc.

24. Employees of MFD may violate more than one rule during a given incident.

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

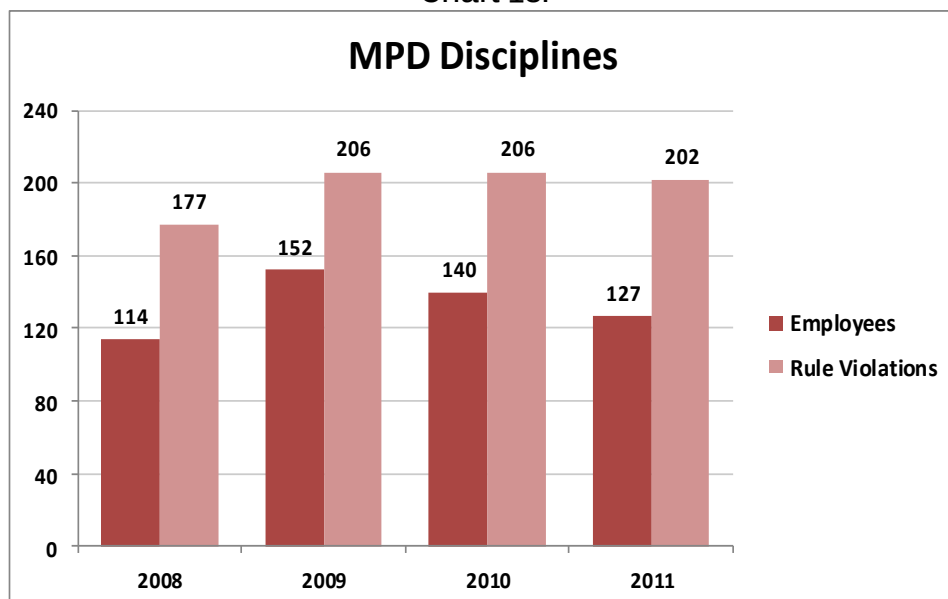
Six employees (37.5%) received a 3-day suspension, four employees (25.0%) received a 1-day suspension, three employees (18.75%) received no suspension, one employee (6.25%) received a 2-day suspension, one employee (6.25%) received a 5-day suspension, and one employee (6.25%) received a 6-day suspension.

Of the 15 employees disciplined in 2011, 13 employees were male (86.7%) and 2 were female (13.3%). Twelve employees (80.0%) were white, and two employees (13.3%) were black and one employee was Hispanic (6.7%).²⁸ Six employees (40.0%) were at the rank of Firefighter, four employees (26.7%) were at the rank of Heavy Equipment Operator, three employees (20.0%) were at the rank of Lieutenant, one employee (6.7%) was at the rank of Battalion Chief, and one employee (6.7%) was at the rank of Paramedic-Firefighter Lieutenant. Time of service for the disciplined employees ranged from five years to 30 years, with an average of 13 years of service.

MILWAUKEE POLICE DEPARTMENT

A total of 127 MPD employees were disciplined for 202 rule violations in 2011 (see Chart 15).²⁶ The number of employees disciplined decreased by 13 employees between 2010 and 2011, while the number of rule violations decreased by four.

Chart 13.



26. Employees of MPD may violate more than one rule during a given incident and may be involved in more than one incident.

The most common rule violations were:

- ⇒ 31 violations of rule 2/015.00: Employees will obey all rules, regulations, laws, and ordinances governing the state of Wisconsin and preserve the public peace; and
- ⇒ 27 violations of rule 2/115.00: Employees will investigate crimes and communicate any facts related to these crimes to the commanding officer;
- ⇒ 13 violations of rule 2/030.00: Employees will obey all orders emanating from a higher-ranked employee;
- ⇒ 9 violations of rule 2/105.00: Procedures/Internal, Untruthfulness
- ⇒ 9 violations of rule 5.03: Failure to obey an order, Respect.

The 202 violations resulted in twenty-three employees receiving a reprimand at the district level, 20 received an official reprimand, four employees received policy training, 28 employees were discharged, five employees were demoted, seven were terminated, 16 had their grievance denied, and 86 employees received suspensions. These suspensions ranged from 1-day to 30-days, with a mean of 7.1 days, a median of 3 days, and a mode of 1 day.

Of the 127 MPD disciplines in 2011, 85 employees (66.9%) were male, and 42 employees (33.1%) were female. Fifty-six employees (44.1%) were white, 51 employees (40.2%) were black, 14 employees (11.0%) were Hispanic, 4 employees (3.1%) were Asian, and 2 employees (1.6%) were American-Indian. Of the 127 disciplined employees, 84 employees (66.1%) were at the rank of Police Officer, 9 employees (7.1%) were at the rank of Police Sergeant, 9 employees (7.1%) were Detectives, 7 employees (5.5%) were Police Dispatcher, and the remaining 18 employees (14.2%) were at other ranks (e.g., Office Assistant, Telecommunicator, Help Desk Specialist, etc.).

Employee age ranged from 19 years old to 72 years old, with a mean of 38 years old, a median of 37 years old, and a mode of 33 years old. Years in service ranged from 1 year to 34 years of service, with a mean of 10 years of service, a median of 9 years of service, and a mode of 8 years of service.

DISCIPLINE APPEALS PROCESS

An important oversight function of the FPC is to review employee disciplines issued by the Fire Chief and the Chief of Police. MPD members who are discharged, demoted, or suspended for more than 5 working days by the Chief of Police, and MFD members who are discharged, demoted, or suspended for more than 5 eight-hour working days or 2 twenty-four

hour working days by the Fire Chief may appeal their discipline to the FPC citizen board. The board may sustain, overturn, or modify a Chief's disciplinary decision.

A quasi-judicial hearing is held by a panel of 3 or more FPC citizen board members, who serve as the decision-makers, and a hearing examiner, who acts as the presiding officer. Evidence is introduced, witnesses testify, and the hearing is recorded by a court reporter. The Department Chief has the burden of showing "just cause", which is the evidence required to discipline the department member for the alleged rule violation. The standard of proof used is a "preponderance of evidence", in which the alleged rule violation is more likely to have occurred than not occur. The panel determines whether enough evidence exists to find that a department rule was violated. If the charges are sustained by a preponderance of the evidence, the citizen board members next consider the nature of the offense and the member's record of service with the Department to determine an appropriate discipline (see Chart 16).

Chart 14. Discipline Appeals Process

A total of 8 disciplinary appeals were filed with the FPC in 2011 (see Table 6). Five of the appeals were withdrawn before going to trial, and three appeals went to trial. Appeals may also carry over from previous years. In 2011, one appeal from 2007 was withdrawn when the member retired (Appeal 2005-1), one appeal from 2009 went to trial, two from 2010 went to trial, and four appeals from 2010 were withdrawn. Four appeals from 2010 remain open.

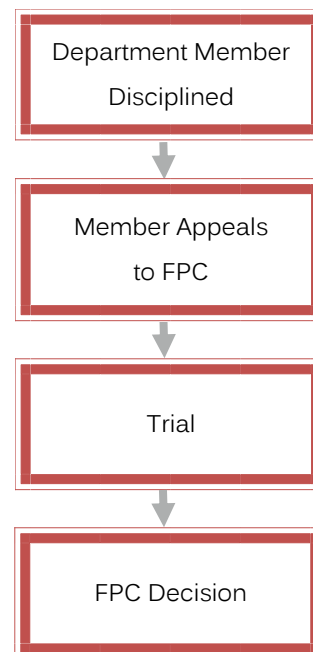


Table 4. 2011 Discipline Appeals

	Date of Incident	Date Appeal Filed	Hearing Date	Department	Rule Violation	Original Discipline	Final Outcome
Appeal 2005-01 ²⁷	02/03/2005	01/03/2007	--	MPD	2/465.00	Demotion	Member retired with charges pending
					2/010.00	2-day suspension	2-day suspension
Appeal 2009-15	09/09/2009	10/26/2009	09/14/2011	MFD	24.1	Member terminated	Member terminated
					24.2	Member terminated	Member terminated
					26.6	Member terminated	Member terminated
					27.2	Member terminated	Member terminated

27. The appeal was withdrawn prior to trial.

	Date of Incident	Date Appeal Filed	Hearing Date	Department	Rule Violation	Original Discipline	Final Outcome
Appeal 2010-03	10/21/2010	10/21/2010	06/08/2011	MPD	020.00	Member discharged	Member discharged
					010.50(D)	10-day suspension	10-day suspension
					010.45(D)3	5-day suspension	5-day suspension
					015.00	Member discharged	Member discharged
					010.110(4)	3-day suspension	3-day suspension
					105.00	Member discharged	Charge dismissed
					010.50(A)	30-day suspension	30-day suspension
					045.00	5-day suspension	5-day suspension
					010.110 (1) - 2 counts	Member discharged	Member discharged
Appeal 2010-05	12/09/2009	06/17/2010	4/13/2011	MPD	380.00 - 4 counts	Demotion	Demotion
					010.00 - 3 counts	Official reprimand	Official reprimand; 2 of 3 counts sustained
					030.00 - 2 counts	Demotion	Demotion; 1 of 2 counts sustained

	Date of Incident	Date Appeal Filed	Hearing Date	Department	Rule Violation	Original Discipline	Final Outcome
Appeal 2010-11 ²⁸	07/25/2010	11/10/2010	--	MPD	115.00	10-day suspension	10-day suspension
					115.00	5-day suspension	5-day suspension
Appeal 2010-12 ²⁸	07/25/2010	11/10/2010	--	MPD	115.00	10-day suspension	10-day suspension
					115.00	5-day suspension	5-day suspension
Appeal 2010-13 ²⁸	05/21/2010	11/24/2010	--	MPD	015.00	10-day suspension	10-day suspension
Appeal 2010-14 ²⁸	07/16/2010	12/06/2010	--	MPD	380.00	Member discharged	Member discharged
					105.00 - 2 counts	Member discharged	Member discharged
Appeal 2011-01 ²⁸	07/29/2010	01/10/2011	--	MPD	015.00	14-day suspension	14-day suspension
					015.00	Member discharged	Member discharged
Appeal 2011-02 ²⁸	07/08/2010	01/24/2011	--	MPD	015.00 - 3 counts	Member discharged	Member discharged
					015.00	30-day suspension	30-day suspension
Appeal 2011-03 ²⁸	10/05/2010	01/25/2011	--	MPD	015.00	30-day suspension	30-day suspension

28. The appeal was withdrawn prior to trial.

	Date of Incident	Date Appeal Filed	Hearing Date	Department	Rule Violation	Original Discipline	Final Outcome
Appeal 2011-04	11/10/2010	04/06/2011	06/15/2011 ³⁰	MPD	015.00 - 2 counts	Member discharged	Member discharged
Appeal 2011-05	01/30/2011	04/07/2011	09/28/2011	MPD	010.110 (4)	2-day suspension	2-day suspension
					030.00	Member discharged	Member discharged
Appeal 2011-06	10/21/2010	05/29/2011	10/12/2011 & 10/19/2011	MPD	660.20(D) (1) ³¹	2-day suspension	2-day suspension
					660.20(B) (1)	3-day suspension	Charge dismissed
					105.10	Member discharged	5-day suspension
					105.00	5-day suspension	Charge dismissed
Appeal 2011-07 ²⁹	01/16/2011	05/25/2011	--	MPD	250.30(5)	30-day suspension	Member discharged
					105.00	Member discharged	Charge dismissed
Appeal 2011-08 ²⁹	09/26/2010	07/13/2011	--	MPD	015.00	30-day suspension and chief's memo	30-day suspension and chief's memo
					015.00	30-day suspension and chief's memo	30-day suspension and chief's memo

29. The appeal was withdrawn prior to trial.

30. Member failed to appear in court.

31. Member withdrew appeal regarding this charge at the FPC hearing.

OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

The mission of OEMHS is to create a multi-jurisdictional, multi-disciplinary network of government agencies and community stakeholders in order to prevent, prepare for, respond to, and recover from major disruptive events in Southeastern Wisconsin.

OEMHS operations are supported almost entirely by federal grant-funding rather than City of Milwaukee tax levy funds, and OEMHS is responsible for coordinating emergency planning, disaster preparedness, and response training for the City of Milwaukee and its partners in the adjoining five county region (Milwaukee, Ozaukee, Racine, Washington, and Waukesha counties), known as the Milwaukee Urban Area Security Initiative (UASI). UASI evaluates the needs of all regional partners and jurisdictions, prioritizes those needs, and accesses available funding for initiatives and projects throughout the region. In 2011 OEMHS managed and provided oversight for more than \$4.1 million in regional UASI funding and expenditures.

During 2011, OEMHS coordinated damage assessment and successful application for disaster funding in response to the February blizzard, created a City of Milwaukee Emergency Operations Task Force, established a regional Incident Management Team (IMT) to coordinate response and recovery activities, initiated and coordinated the federally funded creation of a City Comprehensive Emergency Management Plan (CEMP), and secured over \$400k in Port Security Grant Funding

OEMHS staff co-chaired a committee on Milwaukee's All-Hazard Mitigation Plan, served on the State of Wisconsin Office of Justice Assistance Funding Advisory Board and the Wisconsin Hospital Emergency Planning Program Board, and spoke at a variety of public forums including the Harvard-based META Leadership Conference and the Wisconsin Business Recovery Conference.

2011 staff of OEMHS includes:

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

APPOINTMENTS, PROMOTIONS, AND SEPARATIONS

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

In 2011 the FPC assumed all of the examination functions for sworn employees of the Fire and Police Departments. These functions were previously conducted by the City of Milwaukee's Department of Employee Relations. The FPC now conducts all examinations including: written, physical ability, and oral tests; background investigations; and medical, drug, and psychological screenings for new applicant appointments. Firefighters and Police Officers are hired at varying intervals for training classes, while other positions are filled as vacancies occur. When the position of Chief becomes vacant in either public safety department, the FPC determines qualifications, solicits applications, and appoints the new Chief. Chiefs are hired for four-year terms, renewable at the FPC's discretion. Under the FPC's supervision, DER conducted 14 different examinations in 2011 for positions in MFD and MPD.

MFD EXAMINATIONS

One examination was conducted for the Milwaukee Fire Department in 2011. The Heavy Equipment Operator position is a promotional exam which uses a performance component rather than an oral compo-

Table 5. 2011 MFD Examinations

	Applied	Passed Written	Passed Oral	Eligible List
Heavy Equip. Operator	18	11	8	8



MFD APPOINTMENTS AND PROMOTIONS

A total of 34 individuals were appointed to sworn positions with MFD in 2011. They included:

- ⇒ 34 appointments to Firefighter.

Four individuals were appointed to non-sworn positions with MFD in 2011. They included:

- ⇒ 1 appointment to Fire Equipment Dispatcher;
- ⇒ 1 appointment to Fire Equipment Repairer II;
- ⇒ 1 appointment to Inventory Control Assistant III; and
- ⇒ 1 appointment to Office Assistant I.

A total of 44 individuals were promoted to sworn positions with MFD in 2011. They included:

- ⇒ 3 promotions to Assistant Fire Chief;
- ⇒ 3 promotions to Battalion Chief;
- ⇒ 11 promotions to Fire Captain;
- ⇒ 18 promotions to Fire Lieutenant; and
- ⇒ 9 promotions to Heavy Equipment Operator.

Two individuals were promoted to non-sworn positions with MFD in 2011. They included:

- ⇒ 1 promotion to Accounting Assistant III, and;
- ⇒ 1 promotion to Personnel Payroll Assistant I.

MFD SEPARATIONS

A total of 43 sworn employees separated from the MFD in 2011. Twenty-nine sworn employees retired, eight took duty disability retirement, and six resigned. No sworn employees were discharged or terminated. Sworn separations included the following:

- ⇒ 2 Battalion Chiefs retired;
- ⇒ 5 Fire Captains retired;
- ⇒ 4 Fire Lieutenants took duty disability retirement, and 2 Fire Lieutenants retired;
- ⇒ 1 Fire Paramedic resigned;
- ⇒ 1 Fire Paramedic Field Lieutenant retired;
- ⇒ 13 Firefighters retired, 5 Firefighters resigned, and 2 Firefighters took duty disability retirement; and
- ⇒ 6 Heavy Equipment Operators retired, and 2 Heavy Equipment Operators took duty disability retirement.

A total of four non-sworn employees separated from MFD in 2011. Two employees retired, and two employees resigned. Non-sworn separations included the following:

- ⇒ 2 Fire Equipment Dispatchers resigned;
 - ⇒ 1 Fire Equipment Mechanic retired; and
 - ⇒ 1 Management and Accounting Officer retired.
-

MPD APPOINTMENTS AND PROMOTIONS

A total of 35 individuals were appointed to sworn positions with MPD in 2011. They included:

- ⇒ 35 appointments to Police Officer

A total of 61 individuals were appointed to non-sworn positions with MPD in 2011. They included:

- ⇒ 1 appointment to Accountant I;
- ⇒ 7 appointments to Office Assistant I;
- ⇒ 2 appointment to Office Assistant II;

One of these individual was reappointed, while the other was recalled after a lay-off.

- ⇒ 24 appointments to Police Aide;
- ⇒ 1 appointment to Police Budget and Administration Manager;
- ⇒ 8 appointments to Police Dispatcher;
- ⇒ 1 appointment to Police Facilities Manager;
- ⇒ 1 appointment to Police Information Systems Manager;
- ⇒ 2 appointments to Police Services Specialist – Investigator;
- ⇒ 5 appointments to Police Telecommunicator, Regular; and
- ⇒ 9 appointments to Police Telecommunicator, Seasonal.

A total of 26 individuals were promoted to sworn positions with MPD in 2011. They included:

- ⇒ 3 promotions to Assistant Chief of Police;
- ⇒ 7 promotions to Captain of Police;
- ⇒ 2 promotions to Deputy Inspector of Police;
- ⇒ 2 promotions to Forensic Investigator;
- ⇒ 2 promotions to Inspector of Police; and
- ⇒ 10 promotions to Police Sergeant.

A total of 17 individuals were promoted to non-sworn positions with MPD in 2011. They included:

- ⇒ 1 promotion to Accounting Assistant II;
- ⇒ 1 promotion to Building Maintenance Supervisor II;
- ⇒ 5 promotions to Office Assistant II;
- ⇒ 1 promotion to Office Assistant III;
- ⇒ 1 promotion to Office Assistant IV;
- ⇒ 5 promotions to Police District Office Assistant;
- ⇒ 1 promotion to Print, Stores, and Building Supervisor;
- ⇒ 1 promotion to Telecommunications Specialist; and
- ⇒ 1 promotion to Telecommunications Supervisor.

MPD SEPARATIONS

A total of 70 sworn employees separated from MPD in 2011. 51 retired, 14 resigned, 2 took duty disability retirement, 3 were discharged. Sworn separations included the following:

- ⇒ 2 Assistant Chief of Police retired;
- ⇒ 2 Captain of Police Retired
- ⇒ 1 Deputy Inspector of Police Retired
- ⇒ 1 Detective took duty disability retirement and 10 detectives retired;
- ⇒ 2 Identification Technicians retired;
- ⇒ 1 Police Identification Supervisor retired;
- ⇒ 6 Police Lieutenants retired;
- ⇒ 10 Police Sergeants retired and 1 Police Sergeant resigned.
- ⇒ 17 Police Officers retired, 13 Police Officers resigned, 3 Police Officers were discharged, and 1 Police Officer took ord. disability retirement

A total of 53 non-sworn employees separated from MPD in 2011. Fifteen retired, 29 resigned, 4 were discharged, 4 were terminated, and 1 deceased:

- ⇒ 1 Data Entry Operator II resigned;
- ⇒ 1 Electronic Technician resigned;
- ⇒ 2 Helpdesk Specialist II resigned;
- ⇒ 1 Lead Police Telecommunicator retired;
- ⇒ 5 Office Assistants retired, 6 Office Assistants resigned, and 1 Office Assistant was discharged;
- ⇒ 7 Police Aides resigned, 3 Police Aides were discharged, and 3 Police Aides were terminated;
- ⇒ 1 Police Dispatcher retired and 1 Police Dispatcher was terminated;
- ⇒ 3 Police District Office Assistants retired;
- ⇒ 1 Police Services Specialist resigned and 1 Police Services Specialist died;
- ⇒ 1 Police Services Specialist-Investigator resigned;
- ⇒ 6 Police Telecommunicators resigned and 4 Police Telecommunicators retired;
- ⇒ 4 Police Telecommunicator (SEAS) resigned;
- ⇒ 1 Printing and Stores Supervisor retired.

PUBLIC SAFETY STATISTICAL REVIEW

MILWAUKEE FIRE DEPARTMENT

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

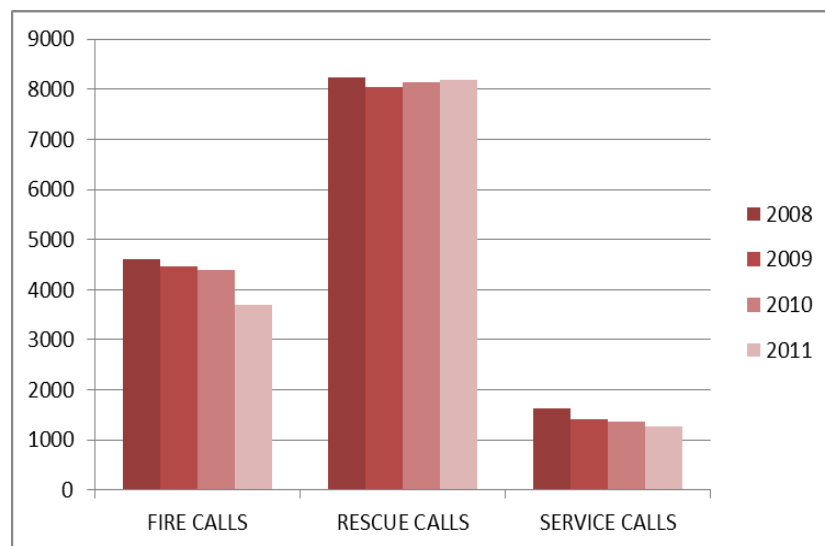
MFD is currently under the leadership of Fire Chief Mark Rohlfing, who was appointed by the FPC on May 3, 2010. MFD has categorized its operations into two distinct areas: Emergency Operations, which includes the core services of fire suppression and emergency medical services (EMS), and Fire Education,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



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

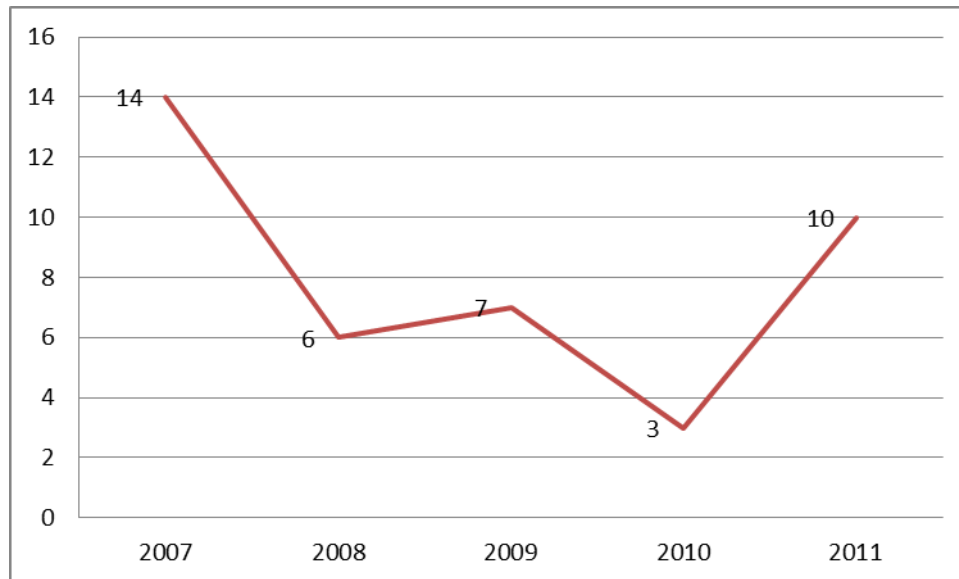
In 2011, MFD personnel made contact with 177,115 individuals concerning fire safety education and distributed 1,118 smoke detectors. MFD responded to 8,184 rescue calls, 3,696 fire calls, and 1,260 service calls (see Chart 17). Average response time for fire calls was 4 minutes, 49 seconds.

Chart 15. MFD Service Calls



MFD reported ten civilian fire fatalities in 2011, slightly above the six year average of 8.7 per year. Seven of these deaths occurred in structures without working smoke detectors.

Chart 16. MFD Civilian Fire Deaths



MFD provides Advanced Life Support (ALS) and Basic Life Support (BLS) services for the City of Milwaukee.^{32, 33} MFD responded to 26,125 ALS calls, with an average response time of 5 minutes, 7 seconds, and 29,960 BLS calls, with an average response time of 5 minutes, 18 seconds.

The ALS responses provided by MFD have had a positive impact on survival rates for penetrating trauma incidents (see Table 9). In 2009, 430 people suffered wounds from penetrating trauma, but in 2010, 386 people suffered similar wounds, representing a decrease of 10.2%. Of the 210 people who suffered gun shot wounds, 188 (89.5%) survived. Of the 176 people who suffered stabbing wounds, 174 (98.9%) survived.

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

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

Table 6. Penetrating Trauma Incidents

	Gunshot Wounds			Stabbings			
	Number Lived	Percent Lived	Number Died	Number Lived	Percent Lived	Number Died	Total Patients
January	9	100.0%	0	10	100.0%	0	19
February	2	100.0%	0	7	87.5%	1	10
March	14	87.5%	2	8	100.0%	0	21
April	26	89.7%	3	13	100.0%	0	42
May	13	100.0%	0	22	100.0%	0	35
June	25	92.6%	2	13	100.0%	0	40
July	42	95.45%	2	14	100.0%	0	58
August	32	97.0%	1	17	100.0%	0	50
September	9	90.0%	1	11	100.0%	0	21
October	20	100.0%	0	13	100.0%	0	33
November	23	92.0%	2	9	100.0%	0	34
December	14	100.0%	0	6	100.0%	0	20
Total	229	94.6%	13	143	99.3%	1	386

MILWAUKEE POLICE DEPARTMENT

The Milwaukee Police Department was established on October 4, 1855 as the primary law enforcement entity for the City of Milwaukee. MPD is currently under the leadership of Chief of Police Edward Flynn, who was appointed by the FPC on January 7, 2008.

MPD is divided into four distinct bureaus. The Professional Standards Bureau includes the Inspections Division, Training Division, Executive Protection Unit, License Investigation Unit, and Professional Performance Division; the Administration Bureau includes Human Resources, Information Technology Division, and Records; the Neighborhood Policing Bureau includes the Neighborhood Task Force and the seven patrol districts; and the Criminal Investigation Bureau includes the Intelligence Fusion Center and the Sensitive Crimes, Organized Crime, and Violent Crimes Divisions.



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

2010 marked the fourth straight year in which crimes reported to the Federal Bureau of Investigation's (FBI) Uniform Crime Reporting (UCR) program decreased.³⁴ Between 2010 and 2011, violent crime decreased by 7.1%, from 6,336 violent crimes in 2010 to 6,192 violent crimes in 2011 (see Table 10). While robberies increased by 7.9% between 2010 and 2011, homicides decreased by 10.5%, aggravated assault decreased by 11.8% and rape remained level.

Property crime also experienced a decline between 2010 and 2011, from 31,779 property crimes in 2010 to 30,345 property crimes in 2011, a 4.2% decrease. Burglary increased by 6.8%, theft decreased by 9.2%, auto theft increased by 4.7%, and arson increased by 3.2%.

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

Table 7. UCR Statistics

	2006	2007	2008	2009	2010	2011	Total	'06-'11 Change
Murder and Non-negligent Manslaughter	103	105	71	72	95	85	531	-17%
Forcible Rape	220	236	204	205	196	196	1,257	-11%
Robbery	3,606	3,536	3,242	3,179	2,943	3,175	19,681	-12%
Aggravated Assault	3,873	4,186	3,879	3,215	3,102	2,736	20,991	-29%
Burglary	5,654	6,220	6,354	6,581	6,206	6,626	37,641	17%
Larceny-Theft	24,427	24,408	23,821	23,485	21,243	19,294	136,678	-21%
Motor Vehicle Theft	8,239	7,754	6,540	4,875	4,330	4,534	36,272	-45%
Arson	320	349	319	359	249	257	1,853	-20%
TOTAL VIOLENT CRIME	7,802	8,063	7,396	6,671	6,336	6,192	42,460	-21%
TOTAL PROPERTY CRIME	38,320	38,382	36,715	34,941	31,779	30,454	210,591	-21%

APPENDIX 1: RELEVANT WEBSITES

City of Milwaukee

⇒ <http://www.city.milwaukee.gov>

Milwaukee Fire and Police Commission

⇒ <http://www.milwaukee.gov/fpc>

Milwaukee Fire Department

⇒ <http://www.milwaukee.gov/fire>

Milwaukee Homicide Review Commission

⇒ <http://www.milwaukee.gov/hrc>

Milwaukee Police Department

⇒ <http://www.milwaukee.gov/police>

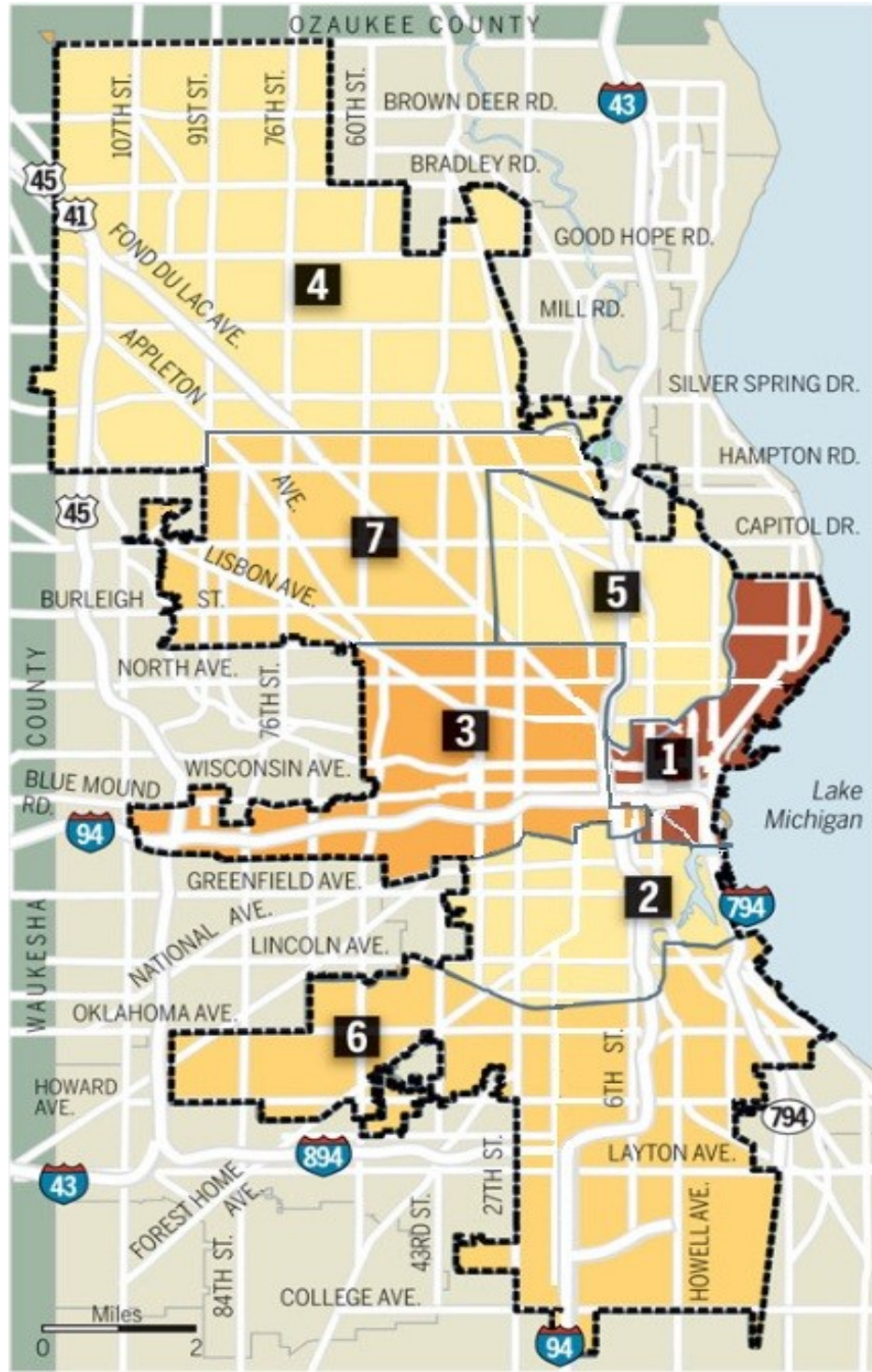
National Association for Civilian Oversight of Law Enforcement (NACOLE)

⇒ <http://www.nacole.org>

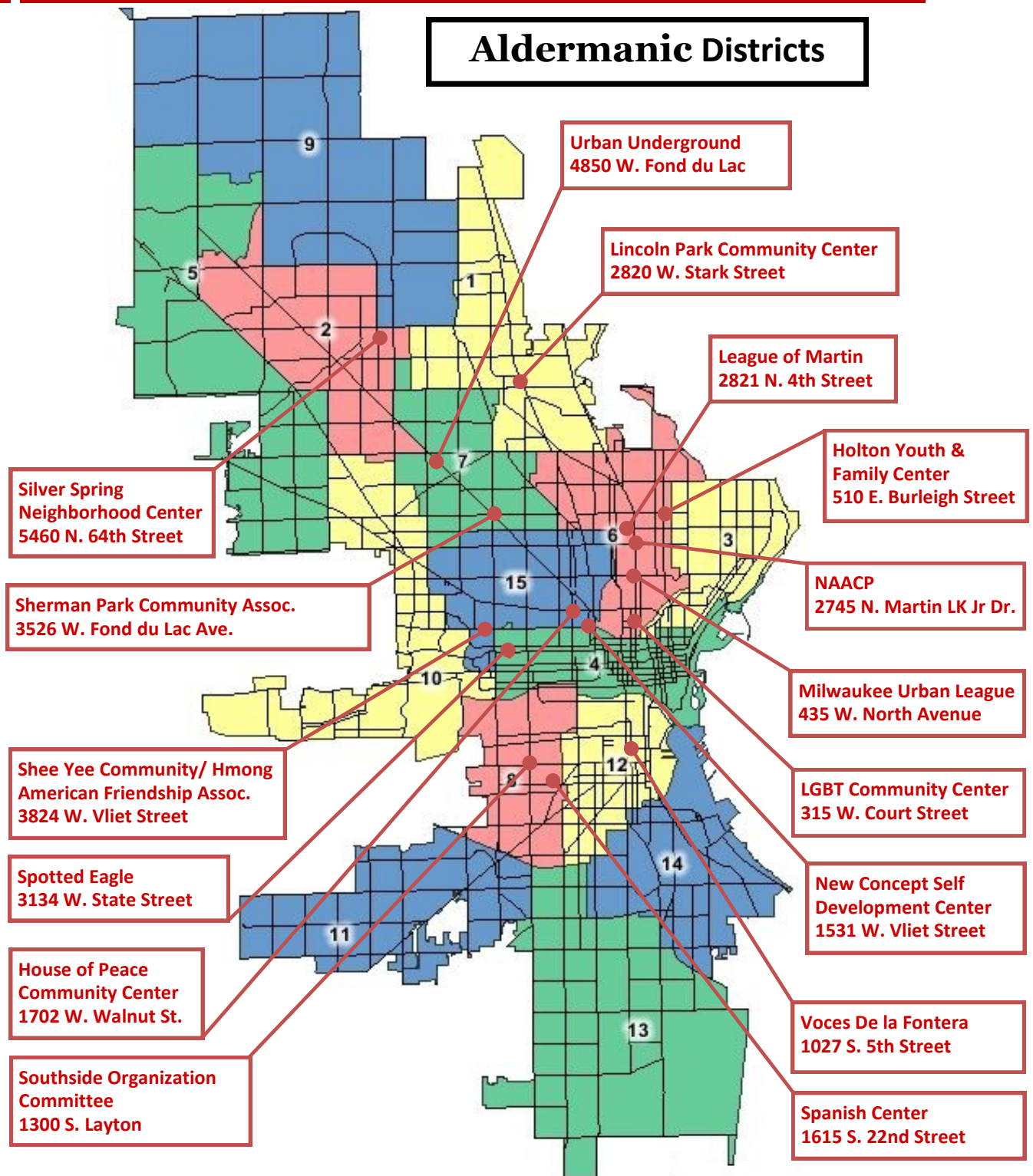
Office of Emergency Management and Homeland Security

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

APPENDIX 2: MILWAUKEE POLICE DISTRICTS

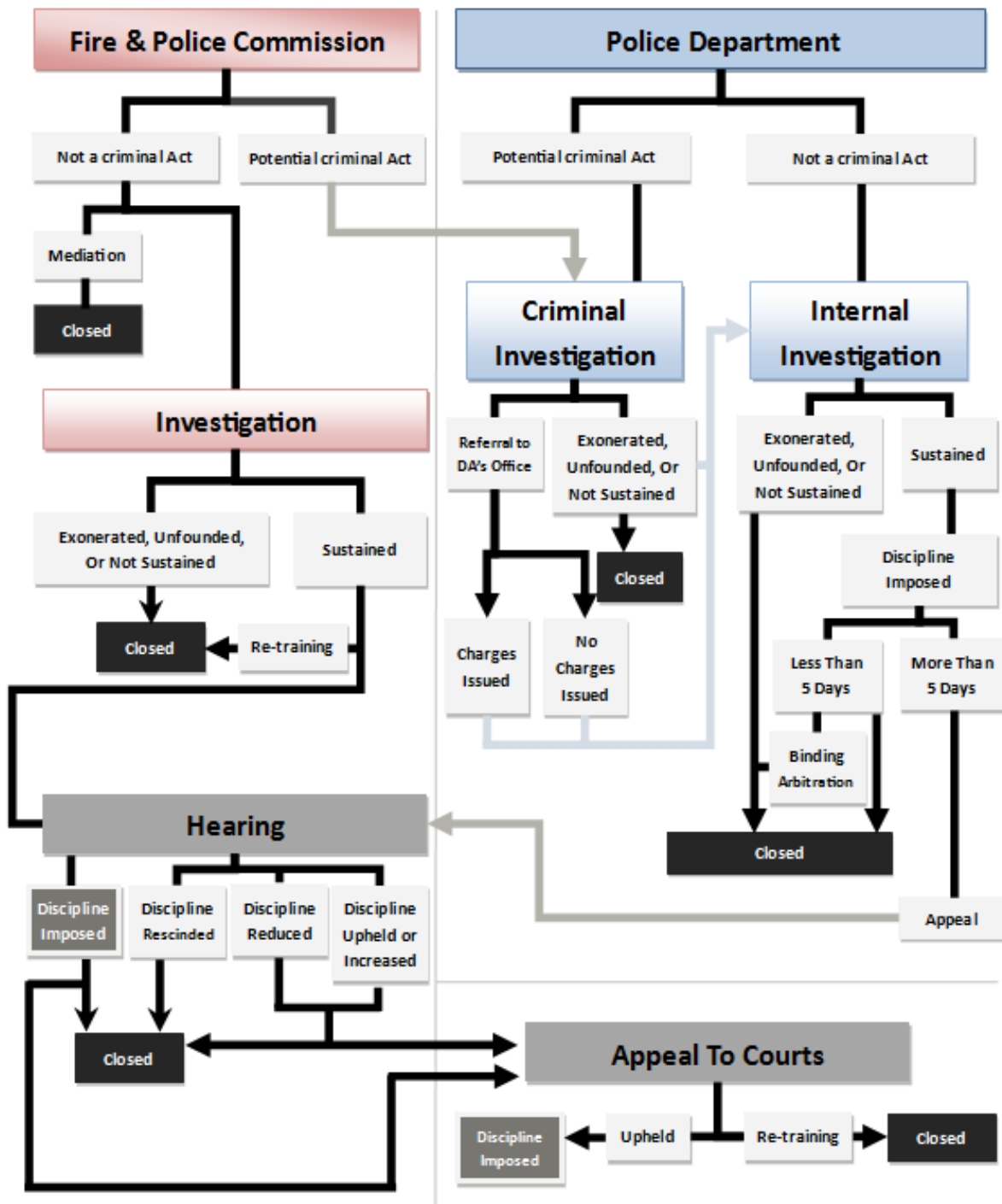


APPENDIX 3: FPC COMMUNITY PARTNER ORGANIZATIONS



APPENDIX 4: COMPLAINT FILED WITH ONE OR BOTH ENTITIES

COMPLAINT FILED WITH FPC AND/OR POLICE DEPARTMENT



APPENDIX 5: MFD SWORN POSITION PROFILE

	White	Black	Hispanic	American Indian	Asian	Male	Female	Total
Chief	1	0	0	0	0	1	0	1
Assistant Chief	1	2	0	0	0	3	0	3
Deputy Chief	3	0	0	0	0	3	0	3
Battalion Chief	17	3	0	0	0	18	2	20
Fire Captain ISOs	3	0	0	0	0	3	0	3
Fire Captain	46	8	1	0	0	49	6	55
Admin Captain	1	0	0	0	0	1	0	1
Vehicle Oper Training Coord	1	0	0	0	0	1	0	1
Fire Lieutenant	139	12	8	0	2	160	1	161
Fire Lieutenant SPC	3	1	0	1	0	5	0	5
Admin LT	1	0	0	0	0	0	1	1
Vehicle Opr Inst	1	0	0	0	0	1	0	1
Paramedic Field Lieutenant	1	0	0	0	0	0	1	1
Fire Paramedic Field Lieutenant	5	0	1	0	0	4	2	6
Heavy Equip Operator	140	18	14	4	1	175	2	177
Firefighter	310	47	34	7	0	385	13	398
Fire Paramedic	37	3	1	0	1	35	7	42
Total	710	94	59	12	4	844	35	879

APPENDIX 6: MFD NON-SWORN POSITION PROFILE

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

	White	Black	Hispanic	American Indian	Asian	Male	Female	Total
Equip Disptchr-P/T	0	0	0	0	0	0	0	0
Mechanic Helper	1	0	0	0	0	1	0	1
Fire Personnel Off	1	0	0	0	0	0	1	1
Fire Tech Serv Mgr	1	0	0	0	0	0	1	1
H & S Officer	0	1	0	0	0	1	0	1
Inv Control Asst III	2	0	0	0	0	1	1	2
Mgmt & Acct Off	0	0	0	0	0	0	0	0
Micro Serv Asst	1	0	0	0	0	0	1	1
Ntwrk Coord	1	1	0	0	0	2	0	2
Ntwrk Coord-Sr	1	0	0	0	0	1	0	1
Office Asst I	1	0	0	0	0	0	1	1
Office Asst II	1	0	0	0	0	0	1	1
Office Asst III	3	0	0	0	0	0	3	3
Office Asst IV	1	0	0	0	0	0	1	1
Office Coord	1	0	0	0	0	0	1	1
Office Coord II	0	1	0	0	0	0	1	1
Painter	1	0	0	0	0	1	0	1
Payroll Asst I	1	0	0	0	0	0	1	1
Totals	58	7	2	0	0	39	28	67

APPENDIX 7: MPD SWORN POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTALS	
	M	F	M	F	M	F	M	F	M	F	M	F
Chief of Police	0	0	0	0	0	0	0	0	1	0	1	0
Asst Chf of Police	0	0	0	0	1	0	0	0	3	0	4	0
Inspctr of Police	0	0	0	0	0	1	1	0	0	0	1	1
D Inspctr of Police	0	0	0	0	0	0	1	0	1	2	2	2
Captain of Police	1	0	0	0	7	1	1	0	9	3	18	4
Detective	6	0	2	2	37	11	18	1	96	24	159	38
Forensic Invstgr	0	0	1	0	1	2	2	3	18	8	22	13
ID System Spclst	0	0	0	0	0	0	0	0	1	0	1	0
Police A/V Spclst	0	0	0	0	0	0	0	0	1	0	1	0
Police ID Supvsr	0	0	0	0	1	1	0	0	0	2	1	3
Police Officer	12	4	18	3	179	57	144	21	767	138	1124	224
Police Sergeant	3	0	1	0	39	3	13	4	105	24	161	31
Adm LT of Police	0	0	0	0	1	0	0	0	1	0	2	0
Police LT	1	1	0	0	7	3	7	0	32	5	47	9
Admin. LT	0	0	0	0	0	0	0	1	0	0	0	1
Admin. LT Health & Safety	0	0	0	0	0	0	0	1	0	0	0	1
Police Alarm Oprtr	0	0	0	0	0	1	1	0	2	2	3	3
Court Liaison Offcr	0	0	0	0	0	1	0	0	0	1	0	2
Doc Examiner	0	0	0	0	1	0	0	0	0	0	1	0
Frnsc Vid Exmnr	0	0	0	0	2	1	0	0	0	0	2	1
Chief Ltnt Print Ex	0	0	0	0	0	0	0	0	1	0	1	0
Ltnt Print Ex	0	0	0	0	0	0	0	0	4	0	4	0
TOTALS	23	5	22	5	276	82	188	30	1042	209	1555	332

APPENDIX 8: MPD CIVILIAN NON-MANAGEMENT POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Accountant I	0	0	0	0	0	0	0	0	0	1	0	1
Accounting Assistant I	0	0	0	0	0	1	0	0	0	1	0	2
Accounting Assistant II	0	0	0	0	0	1	0	0	0	1	0	2
Administrative Assistant I	0	0	0	0	0	2	0	0	0	0	0	2
Administrative Assistant II	0	0	0	0	0	0	0	0	0	5	0	5
Administrative Assistant IV	0	0	0	0	0	0	0	0	0	2	0	2
Audiovisual Specialist II	0	0	0	0	0	0	0	0	1	0	1	0
Crime Analyst	0	0	0	0	0	0	0	0	0	1	0	1
Electronic Tech- nician	0	0	0	0	1	0	0	0	5	0	6	0
Electronic Tech Assistant	0	0	0	0	0	0	0	0	3	0	3	0
Graphic Designer II	0	0	0	0	0	0	0	0	0	1	0	1
Helpdesk Specialist I	0	0	0	0	0	2	0	0	1	2	1	4
Helpdesk Specialist II	0	0	0	0	0	2	0	0	0	0	0	2
Inventory Control Assistant II	0	0	0	0	0	0	0	0	1	0	1	0
Inventory Control Assistant III	0	0	0	0	0	0	0	0	1	0	1	0

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Lead Police Tele-communicator	0	0	0	0	0	0	0	1	0	5	0	6
Mail Processor	0	0	0	0	0	2	0	0	0	0	0	2
Microfilm Technician I	0	0	0	0	0	0	0	1	0	0	0	1
Office Assistant I	0	0	2	0	1	1	0	0	0	2	3	3
Office Assistant II	0	0	0	0	4	22	0	2	2	27	6	51
Office Assistant III	0	0	0	0	0	8	0	1	0	14	0	23
Office Assistant IV	0	0	0	0	0	4	0	0	0	8	0	12
Office Coordinator	0	0	0	0	0	0	0	0	0	1	0	1
Personnel Payroll Assistant I	0	0	0	0	0	0	0	0	0	1	0	1
Personnel Payroll Assistant II	0	0	0	0	0	1	0	1	0	0	0	2
Personnel Payroll Assistant III	0	0	0	0	0	0	0	0	0	1	0	1
Police Aide	2	0	1	0	2	3	13	5	29	2	47	10
Police Dispatcher	0	0	0	0	2	24	1	3	4	18	7	45
Police District Office Assistant	0	2	0	1	1	16	0	3	0	19	1	41
Police Services Specialist **	0	0	0	0	1	0	0	0	10	0	11	0

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Police Services Specialist-Invest.	1	0	0	0	7	1	0	0	17	4	25	5
Police Telecommunica- tor	0	1	1	1	1	23	0	6	2	10	4	43
Police Telecommunica- tor (Seas)	0	0	0	0	0	1	0	2	0	0	0	3
Printer	0	0	0	0	0	0	0	0	1	0	1	0
Production De- signer II	0	0	0	0	0	0	0	0	0	0	0	0
Program Assis- tant II	0	0	0	1	0	0	0	0	0	0	0	1
School Crossing Guard (Reg/Sub)	0	2	0	1	52	68	9	12	33	47	94	130
School Crossing Guard Dsptchr	0	0	0	0	0	1	0	0	0	1	0	2
School Crossing Guard Operator	0	0	0	0	0	3	0	0	0	0	0	3
Teller	0	0	0	0	0	0	0	1	0	0	0	1
Transcriptionist II	0	0	0	0	0	1	0	0	0	1	0	2
Transcriptionist III	0	0	0	0	0	1	0	0	0	2	0	3
Video Electronic Technician	0	0	0	0	0	0	0	0	1	0	1	0
TOTALS	3	5	4	4	72	188	23	38	111	177	213	414

APPENDIX 9: MPD DC 48 POSITION PROFILE

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Building Maintenance Mechanic II	0	0	0	0	1	0	0	0	3	0	4	0
Custodial Worker II	0	0	0	0	12	4	2	0	13	6	27	10
Garage Attendant	0	0	0	0	3	0	1	0	3	0	7	0
Heating/Vent Mechanic II	0	0	0	0	0	0	0	0	3	0	3	0
Programmer Analyst	0	0	0	0	0	1	0	0	0	0	0	1
Vehicle Services Assistant	0	0	0	0	0	0	0	0	1	0	1	0
TOTALS	0	0	0	0	16	5	3	0	23	6	42	11

APPENDIX 10: MPD CIVILIAN MANAGEMENT POSITION PROFILE

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

	AMERICAN INDIAN		ASIAN		BLACK		HISPANIC		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Personnel Officer	0	0	0	0	0	1	0	0	0	0	0	1
Police Personnel Administrator	0	0	0	0	0	1	0	0	0	0	0	1
Police Budget and Administrative Manager	0	0	0	0	0	0	0	0	1	0	1	0
Police Facilities Manager	0	0	0	0	0	0	0	0	1	0	1	0
Police Financing and Planning Manager	0	0	0	0	0	0	0	0	1	0	1	0
Police Fleet Manager	0	0	0	0	0	0	0	0	1	0	1	0
Police Information Systems Director	0	0	0	0	0	0	0	0	1	0	1	0
Printing, Stores and Buildings Supervisor	0	0	0	0	0	0	0	0	1	0	1	0
Public Relations Manager	0	0	0	0	0	0	0	0	0	1	0	1
Safety Specialist Senior	0	0	0	0	0	1	0	0	0	1	0	2
Staff Assistant Senior	0	0	0	0	0	0	0	0	0	1	0	1
Systems Analyst Senior	0	0	0	0	0	0	0	0	1	0	1	0
Systems Security Administrator	0	0	0	0	0	0	0	1	0	0	0	1
Telecommunications Specialist	0	0	0	0	0	0	0	0	0	1	0	1
Telecommunications Supervisor	0	0	0	0	0	0	0	0	0	1	0	1
TOTAL	0	1	2	0	0	7	0	2	16	14	18	24

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The 2011 Annual Report of the Fire and Police Commission compiled by Joseph Lawler.



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