



BE A FORCE

Milwaukee Police Department
Police Administration Building
749 West State Street
Milwaukee, Wisconsin 53233
<http://www.milwaukee.gov/police>

Edward A. Flynn
Chief of Police

(414) 935-7200

October 29, 2012

The Board of Fire and Police Commissioners
200 East Wells Street – Room 706
Milwaukee, WI 53202

Dear Commissioners:

On October 12, 2012, I issued a directive indicating that the Internal Affairs Division (IAD) of the Department would be reassigned from the Administration Bureau to the Office of the Chief. This change has not yet been implemented, as Department Rule 1, Section 010.05 requires that changes to the organizational chart be reviewed by the Board of Fire and Police Commissioners prior to enactment. In the same October 12th memorandum, I assigned one Inspector of Police to assume the role of the executive commander of Internal Affairs and assigned a second Inspector of Police to the Criminal Investigation Bureau. These personnel changes have been enacted under the current organizational chart.

As Chief of Police, one of my fundamental and statutory responsibilities is to ensure the efficiency and general good conduct of the Department. While the overwhelming majority of the Department strives each day to meet or exceed the expectations placed upon them, the imposition of objective, formal discipline is at times necessary. It is an important and serious responsibility that requires direct and consistent attention from my office.

The Internal Affairs Division of any police department is designed to ensure that the organization is accountable and responsive to the public. I believe direct oversight of the Internal Affairs Division through daily communication within my office is the best means of accomplishing that objective. This daily contact will reduce the filtering of information that naturally occurs within any chain of command structure and it will allow for a more immediate response to matters that require close attention. As the Internal Affairs Division becomes part of the Office of the Chief, the risk management functions of the Department will be centralized. This organizational change is an important step in the process of critically reviewing our policies and procedures and evaluating our adherence to them. Most fundamentally, the reorganization will enhance our ability to be responsive and accountable to the community we serve.

A review of the *International Association of Chiefs of Police (IACP) I.A. Practices Guide* shows that most law enforcement executives demonstrate the importance and seriousness of the internal affairs function by placing the division under the direct control of the chief executive.

In years past, the Milwaukee Police Department has iteratively seen its Internal Affairs personnel housed within the Chief's Office. Historically, dating back as far as 1974, our Internal Affairs Division has been a division that was directly attached to the Office of the Chief.

Furthermore, police agencies around the country have their respective internal affairs personnel organizationally housed directly within their chief's office. Departmental staff researched the organization charts of comparable departments and identified the following agencies, among others, that have their internal affairs function assigned and/or reporting directly to their chief's office: Baltimore, Maryland; Charlotte-Mecklenburg, North Carolina; El Paso, Texas; Peoria, Illinois; Los Angeles, California; Phoenix, Arizona; Atlanta, Georgia; and Chicago, Illinois. I have attached organizational charts and a table comparing the populations, sworn strength and internal affairs staffing strength (where available) of these agencies for your review.

Currently, our Internal Affairs Division includes thirty-five staff, twenty-nine of whom are sworn: one inspector, one captain, three lieutenants, ten sergeants, ten detectives, and four police officers. While there are no recommended formulas to determine the size of a department's internal affairs staff, you will see that our current staffing levels are consistent with, if not exceeding, our peer departments.

I appreciate your review of this change to the Department's organizational chart.

Sincerely,

A handwritten signature in black ink, reading "Edward A. Flynn". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

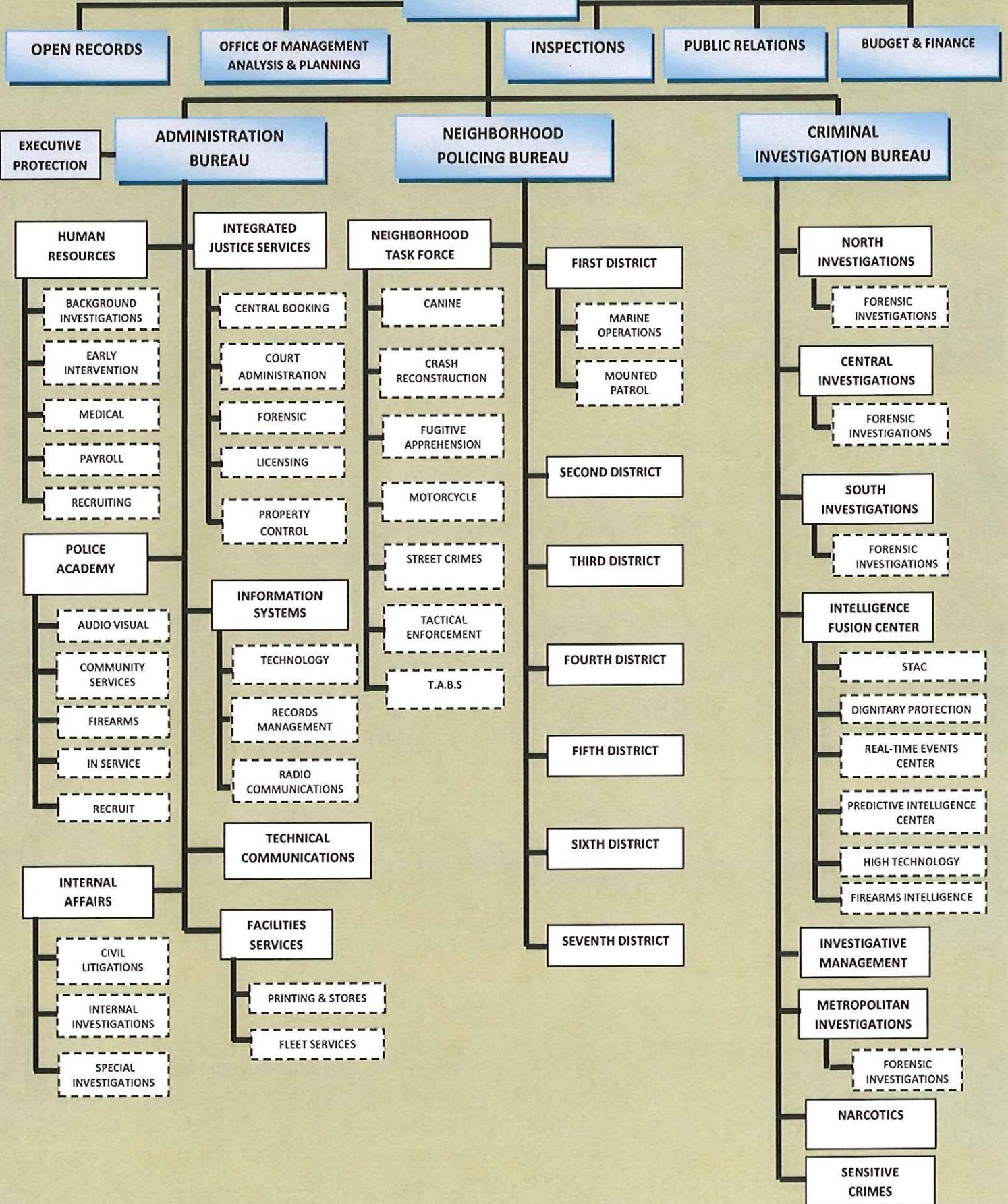
EDWARD A. FLYNN
CHIEF OF POLICE

Attachments

FIRE & POLICE COMMISSION

**MILWAUKEE POLICE DEPARTMENT
OPERATIONAL ORGANIZATIONAL CHART
APRIL 2012**

OFFICE OF THE CHIEF



FIRE & POLICE COMMISSION

**MILWAUKEE POLICE DEPARTMENT
OPERATIONAL ORGANIZATIONAL CHART
OCTOBER 12, 2012**

OFFICE OF THE CHIEF

OPEN RECORDS

OFFICE OF MANAGEMENT
ANALYSIS & PLANNING

INTERNAL
AFFAIRS

INSPECTIONS

PUBLIC RELATIONS

BUDGET & FINANCE

EXECUTIVE
PROTECTION

**ADMINISTRATION
BUREAU**

**NEIGHBORHOOD
POLICING BUREAU**

**CRIMINAL
INVESTIGATION BUREAU**

**HUMAN RESOURCES
DIVISION**

- BACKGROUND INVESTIGATIONS
- EARLY INTERVENTION
- MEDICAL
- PAYROLL
- RECRUITING

**POLICE
ACADEMY**

- AUDIO VISUAL
- COMMUNITY SERVICES
- FIREARMS
- IN SERVICE
- RECRUIT

**TECHNICAL
COMMUNICATIONS
DIVISION**

**INTEGRATED JUSTICE
SERVICES DIVISION**

- CENTRAL BOOKING
- COURT ADMINISTRATION
- FORENSICS
- LICENSING
- PROPERTY CONTROL

**INFORMATION
SYSTEMS DIVISION**

- TECHNOLOGY
- RECORDS MANAGEMENT
- RADIO COMMUNICATIONS

**FACILITIES
SERVICES DIVISION**

- PRINTING & STORES
- FLEET SERVICES

**NEIGHBORHOOD
TASK FORCE**

- CANINE UNIT
- CRASH RECONSTRUCTION UNIT
- FUGITIVE APPREHENSION UNIT
- MOTORCYCLE UNIT
- STREET CRIMES UNIT
- TACTICAL ENFORCEMENT UNIT
- T.A.B.S UNIT

FIRST DISTRICT

- MARINE OPERATIONS UNIT
- MOUNTED PATROL UNIT

SECOND DISTRICT

THIRD DISTRICT

FOURTH DISTRICT

FIFTH DISTRICT

SIXTH DISTRICT

SEVENTH DISTRICT

**NORTH INVESTIGATIONS
DIVISION**

- FORENSIC INVESTIGATIONS UNIT

**CENTRAL INVESTIGATIONS
DIVISION**

- FORENSIC INVESTIGATIONS UNIT

**SOUTH INVESTIGATIONS
DIVISION**

- FORENSIC INVESTIGATIONS UNIT

**INTELLIGENCE
FUSION CENTER**

- STAC
- DIGNITARY PROTECTION UNIT
- REAL-TIME EVENTS CENTER
- PREDICTIVE INTELLIGENCE CENTER
- HIGH TECHNOLOGY UNIT
- FIREARMS INTELLIGENCE UNIT

**INVESTIGATIVE
MANAGEMENT DIVISION**

**METROPOLITAN
INVESTIGATIONS DIVISION**

- FORENSIC INVESTIGATIONS UNIT

NARCOTICS DIVISION

**SENSITIVE CRIMES
DIVISION**