



Members of the Fire and Police Commission,

My name is Adam Procell, and I am writing to express my support for the reappointment of Chief Jeffrey Norman to lead the Milwaukee Police Department.

As someone who spent decades incarcerated and now works at the intersection of reentry, public safety, and community engagement, I've had the opportunity to work directly with Chief Norman on a number of initiatives aimed at building safer, more collaborative relationships between law enforcement and system-impacted populations. Chief Norman has never treated my past as a barrier to partnership. Instead, he has created opportunities for meaningful engagement—recognizing that sustainable public safety requires participation from all sides, including those who have been directly impacted by the justice system. With his support, I've been able to lead initiatives that would not have been possible under traditional law enforcement leadership models.

For example, Chief Norman approved a project that uses role-reversal traffic stop simulations—where formerly incarcerated individuals play the role of officers, and officers act as drivers. These scenarios highlight how quickly everyday encounters can escalate and create space for shared learning and de-escalation strategies. He also supported a separate initiative where police officers and formerly incarcerated individuals participated in a high-trust activity—skydiving—as a way to build mutual respect outside of traditional power dynamics. More practically, he authorized the inclusion of formerly incarcerated individuals in the Milwaukee Police Academy experience. Recruits now sit down and share a meal with returning citizens before graduating—an intentional effort to humanize those they may encounter in the field.

Chief Norman also allowed police officers to serve as mentors for youth involved in gun-related cases—arguably one of the most difficult and critical relationships to improve in Milwaukee. This step helped establish early intervention points where law enforcement and impacted youth could build trust before a crisis occurs.

Additionally, Chief Norman invited me to serve on the Critical Incident Review Board, acknowledging that a broader range of perspectives—particularly from those with lived experience—can help shape better policies and responses.

In every instance, Chief Norman has demonstrated that inclusive, community-informed policing isn't just possible—it's necessary. He has made decisions that reflect a commitment to long-term public safety, not short-term optics. His leadership reflects an understanding that trust is built through accountability, shared experiences, and willingness to engage unlikely partners.

Sincerely,

Adam Procell
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