

# 2014 BUDGET HEARING FINANCE AND PERSONNEL COMMITTEE



Milwaukee Police Department  
Chief Edward A. Flynn

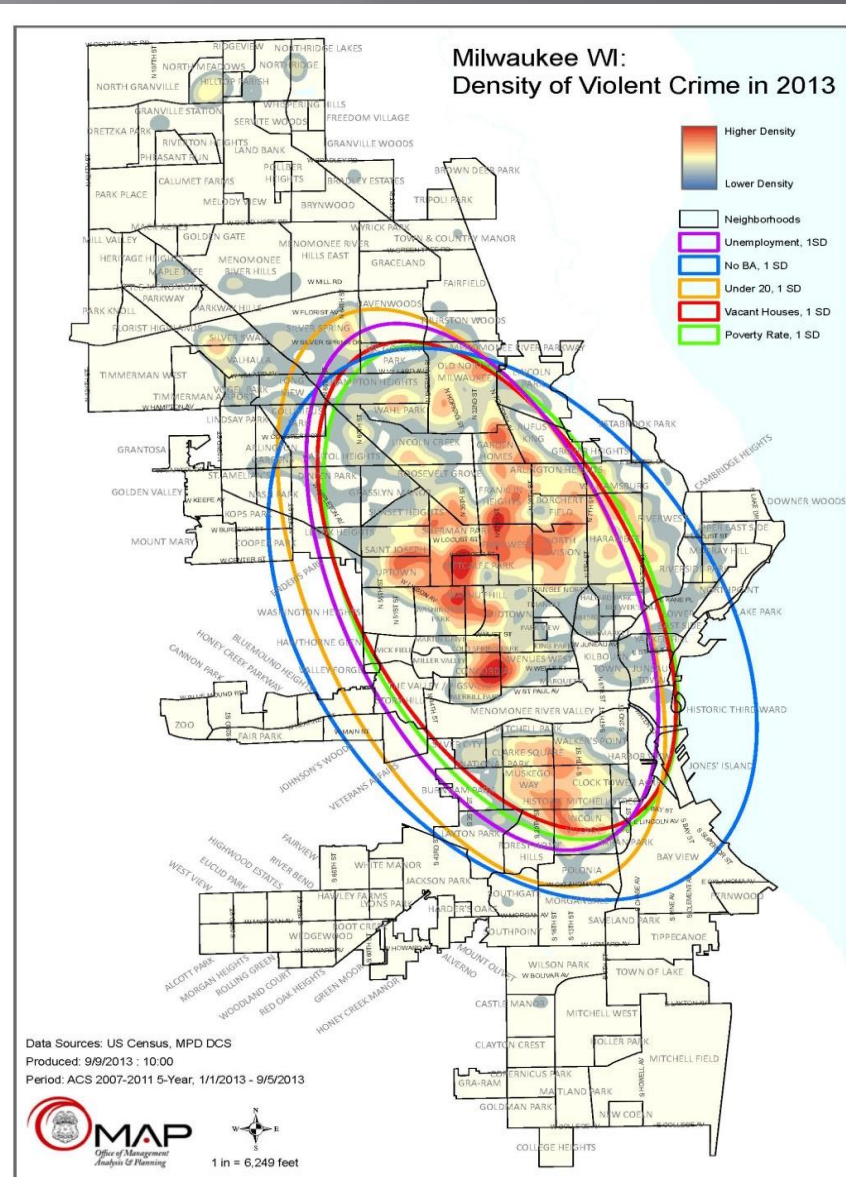
# CONTENTS

- ▣ Measures of Impact
- ▣ Strategic Policing
- ▣ Cooperative Efforts
- ▣ Operational Budget
- ▣ Capital Budget
- ▣ Equipment Budget

# MEASURES OF IMPACT

- ▣ Community Engagement
  - Better tracking of our relationships (CLOs)
- ▣ Crime Reduction
  - Continual efforts across all categories
- ▣ Fear Reduction
  - Benchmark survey instrument
- ▣ Accreditation through WILEAG
  - Foundational Risk Management Initiative

# STRATEGIC POLICING



# UCR CRIME STATISTICS 2007-2012

## January - December UCR Crime Data

	2007	2008	2009	2010	2011	2012	2007-2012	2011-2012
Homicide	105	71	72	95	87	92	-12%	6%
Rape	236	205	205	195	204	232	-2%	14%
Robbery	3543	3249	3181	2947	3093	3099	-13%	0%
Agg Assault	5170	4989	3924	3737	3256	4486	-13%	38%
Burglary	6217	6350	6578	6207	7080	7033	13%	-1%
Theft	24402	23795	23479	21231	19028	18587	-24%	-2%
Auto Theft	7752	6541	4875	4329	4562	4811	-38%	5%
Arson	349	320	359	249	272	309	-11%	14%
<b>Violent Crime</b>	<b>9054</b>	<b>8514</b>	<b>7382</b>	<b>6974</b>	<b>6640</b>	<b>7909</b>	<b>-13%</b>	<b>19%</b>
<b>Property Crime</b>	<b>38371</b>	<b>36686</b>	<b>34932</b>	<b>31767</b>	<b>30670</b>	<b>30431</b>	<b>-21%</b>	<b>-1%</b>
<b>Total</b>	<b>47774</b>	<b>45520</b>	<b>42673</b>	<b>38990</b>	<b>37582</b>	<b>38649</b>	<b>-19%</b>	<b>3%</b>

\*Reflects UCR Summary Crime Statistics for 2007 to 2012. UCR Summary Crime Counts for 2012 are subject to change



# UCR CRIME STATISTICS

## JANUARY-JULY, 2007-13

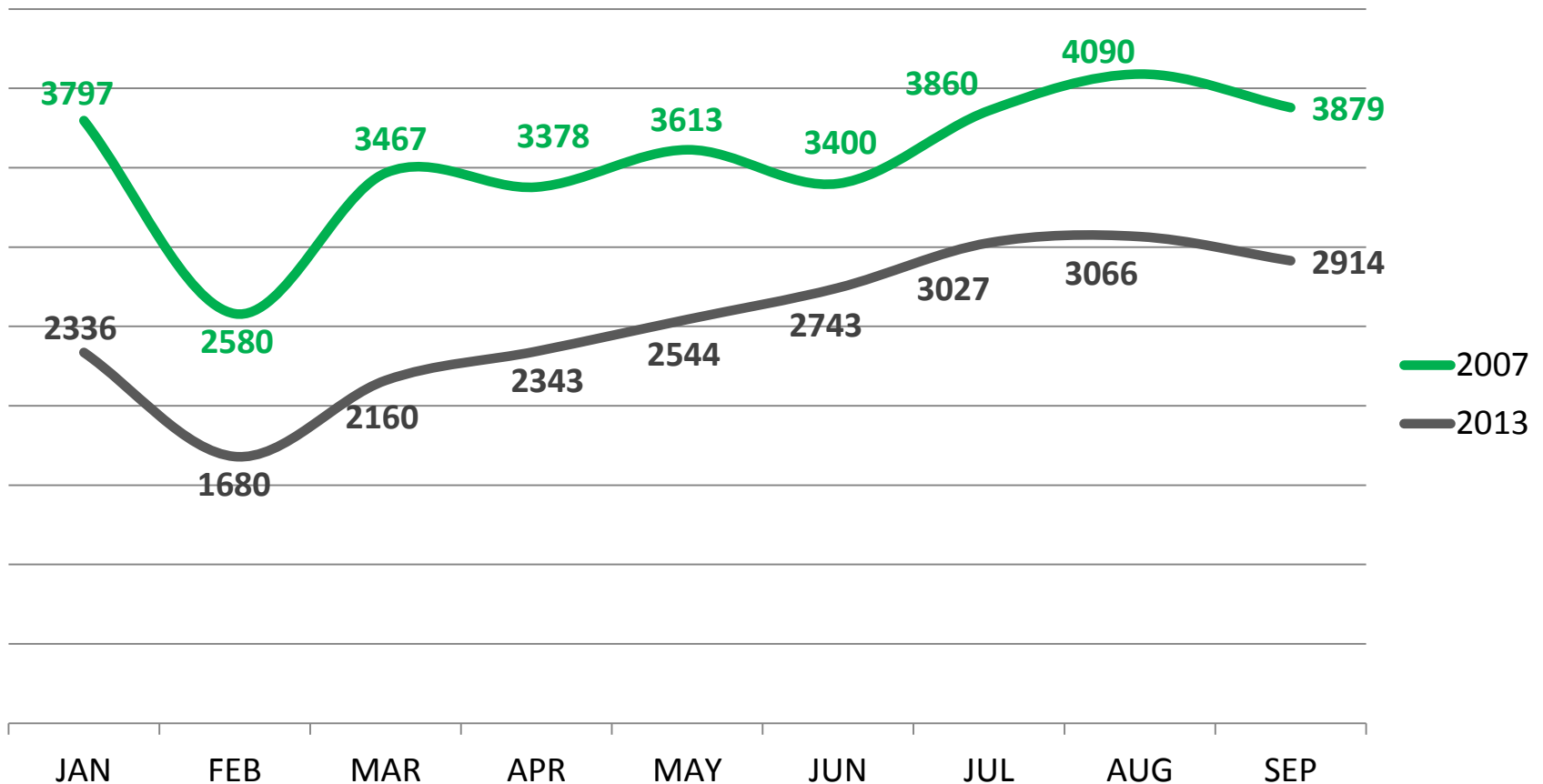
### January - July UCR Crime Data

	2007	2008	2009	2010	2011	2012	2013	2007-2013	2012-2013
Homicide	57	45	51	50	50	46	44	-23%	-4%
Rape	137	112	125	114	117	135	112	-18%	-17%
Robbery	1908	1703	1664	1491	1660	1508	1686	-12%	12%
Agg Assault	3121	3033	2359	2247	1925	2669	2455	-21%	-8%
Burglary	3272	3422	3345	3409	3628	3697	3384	3%	-8%
Theft	13700	13867	13176	12826	10500	11262	8879	-35%	-21%
Auto Theft	4400	3943	2769	2182	2592	2496	2061	-53%	-17%
Arson	186	172	213	130	162	186	150	-19%	-19%
<b>Violent Crime</b>	<b>5223</b>	<b>4893</b>	<b>4199</b>	<b>3902</b>	<b>3752</b>	<b>4358</b>	<b>4297</b>	<b>-18%</b>	<b>-1%</b>
<b>Property Crime</b>	<b>21372</b>	<b>21232</b>	<b>19290</b>	<b>18417</b>	<b>16720</b>	<b>17455</b>	<b>14324</b>	<b>-33%</b>	<b>-18%</b>
<b>Total</b>	<b>26781</b>	<b>26297</b>	<b>23702</b>	<b>22449</b>	<b>20634</b>	<b>21999</b>	<b>18771</b>	<b>-30%</b>	<b>-15%</b>

\*Reflects UCR Summary Crime Statistics for January through July, 2007-2013. Preliminary UCR Summary Crime Counts are utilized for 2013; UCR Summary Statistics are subject to change for a period of two years.

# PART 1 CRIME-NIBRS

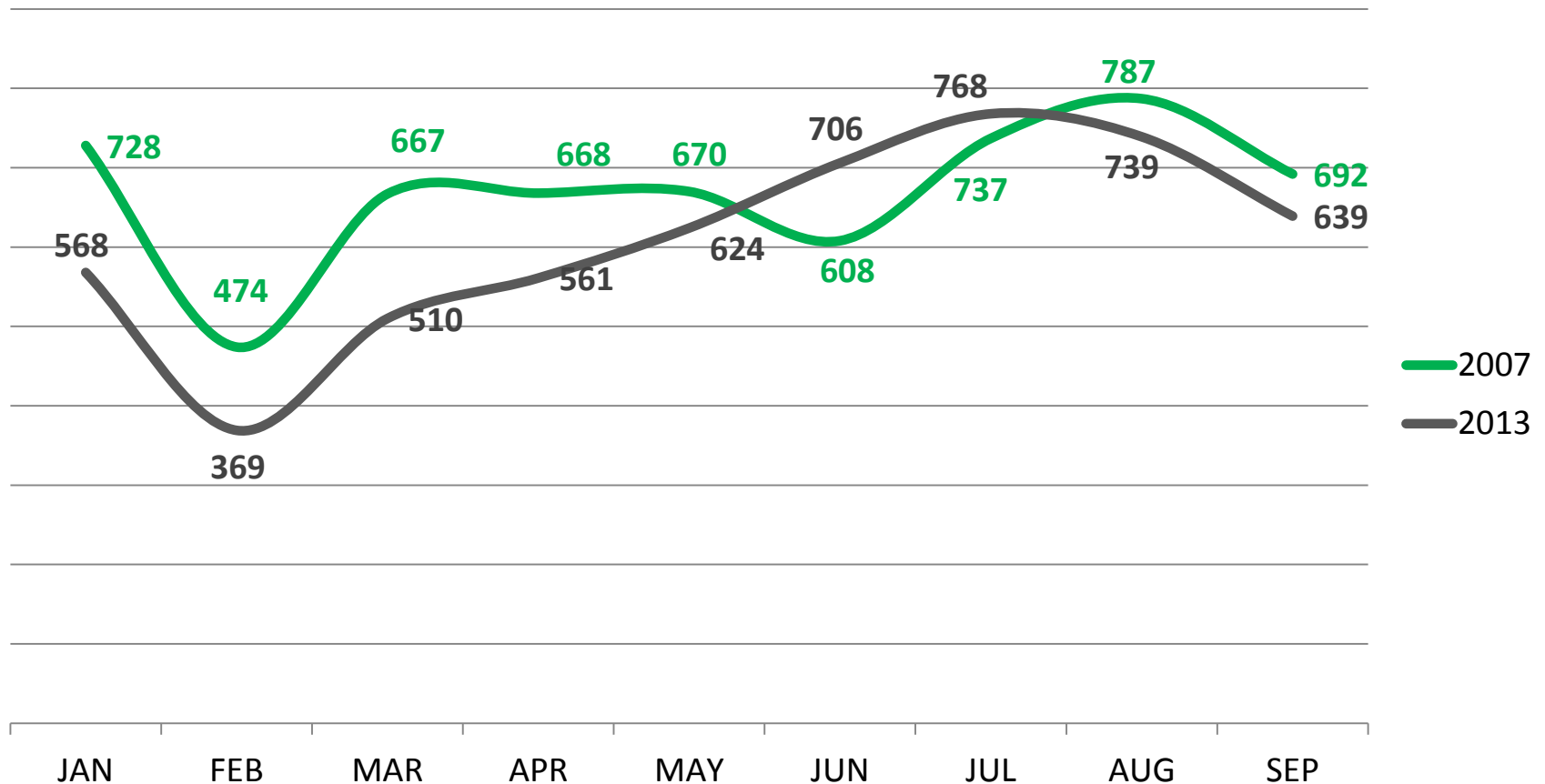
## Total Crime by Month



\*Reflects Incident Based Reporting for homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft, and arson for the time period of January 1-September 30, 2007 & 2013. Data obtained from DCS and counts incidents.

# VIOLENT CRIME-NIBRS

## Violent Crime by Month

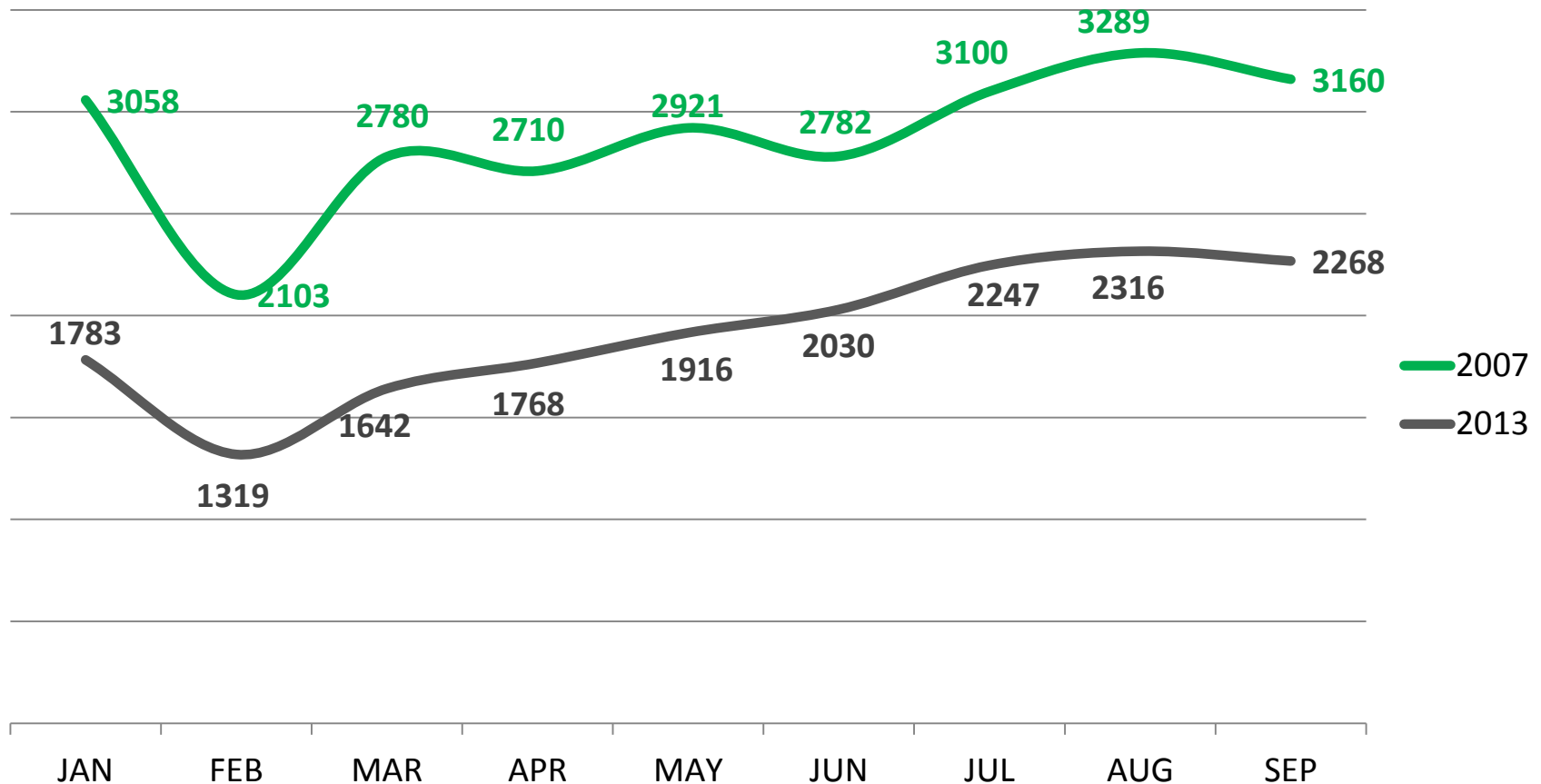


\*Reflects Incident Based Reporting for homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft, and arson for the time period of January 1-September 30, 2007 & 2013. Data obtained from DCS and counts incidents.



# PROPERTY CRIME-NIBRS

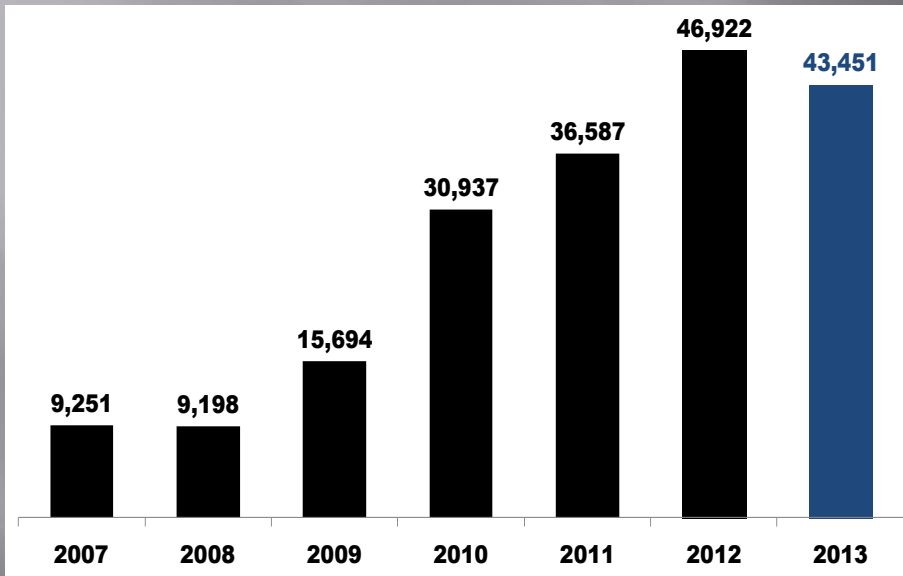
## Property Crime by Month



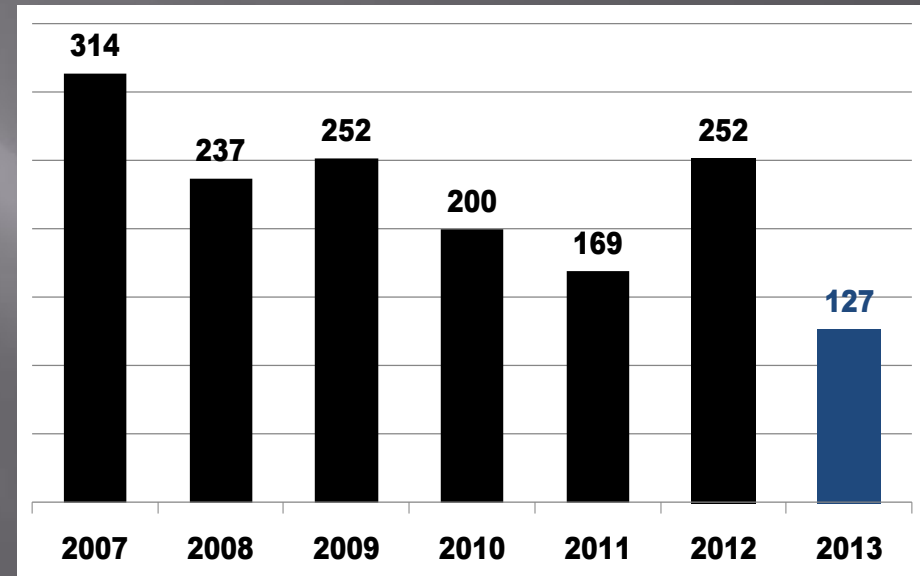
\*Reflects Incident Based Reporting for homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft, and arson for the time period of January 1-September 30, 2007 & 2013. Data obtained from DCS and counts incidents.

# COMMUNITY POLICING

## SUBJECT STOP ACTIVITY AND CITIZEN COMPLAINTS JANUARY – AUGUST FOR EACH YEAR



Subject Stops

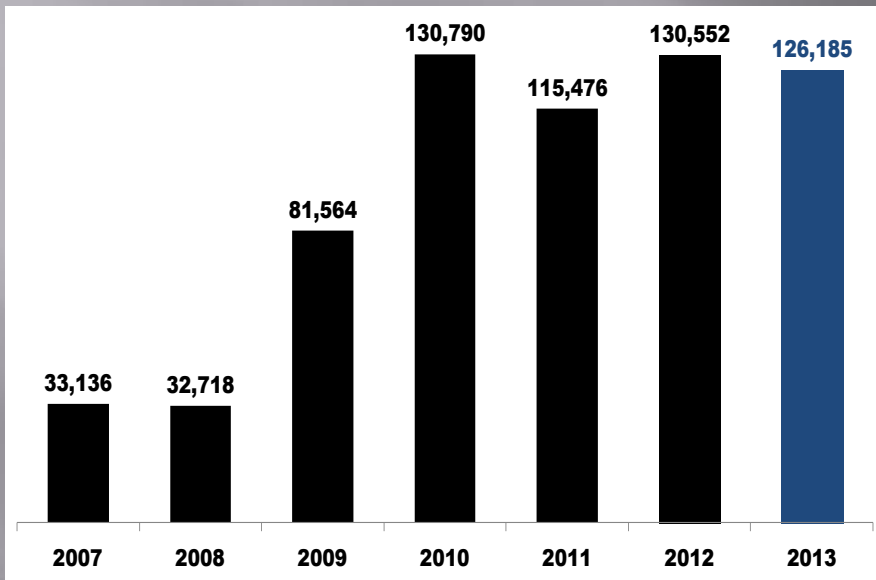


Citizen Complaints

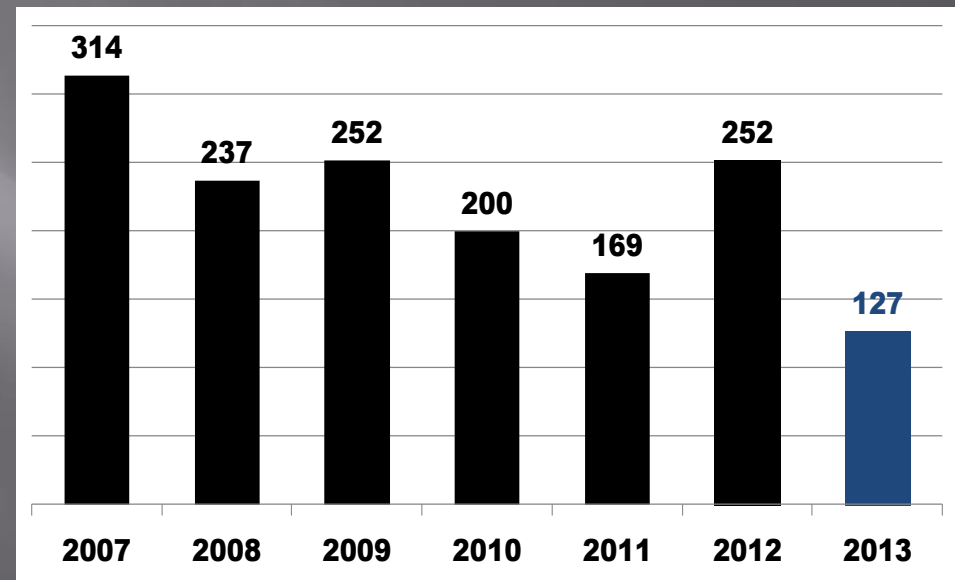
**370% More Subject Stops Jan-Aug 2007-2013**  
**60% Fewer Citizen Complaints Jan-Aug 2007-2013**

# COMMUNITY POLICING

## TRAFFIC STOP ACTIVITY AND CITIZEN COMPLAINTS JANUARY – AUGUST FOR EACH YEAR



Traffic Stops



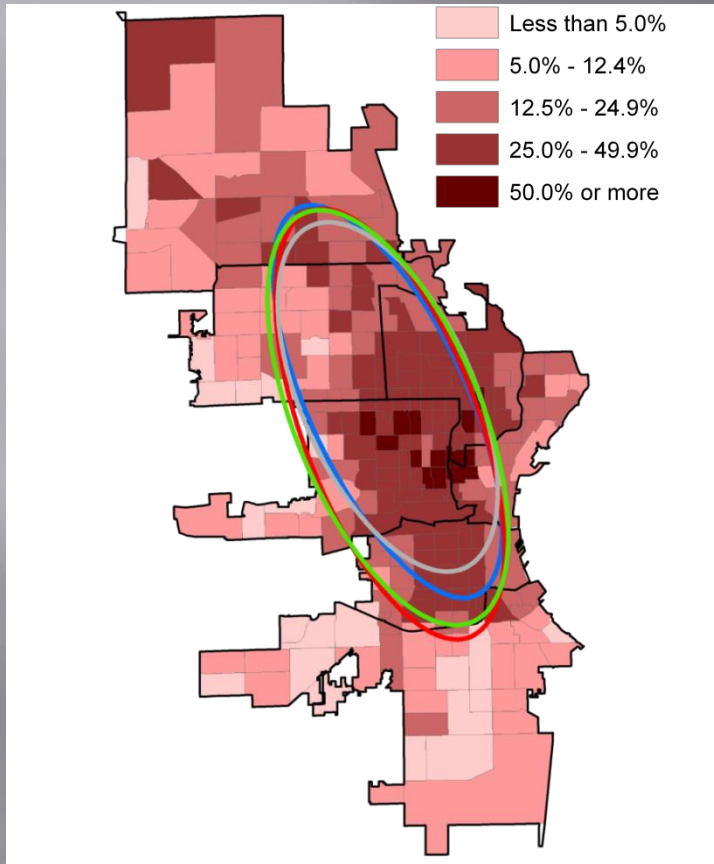
Citizen Complaints

**281% More Traffic Stops Jan-Aug 2007-2013**  
**60% Fewer Citizen Complaints Jan-Aug 2007-2013**

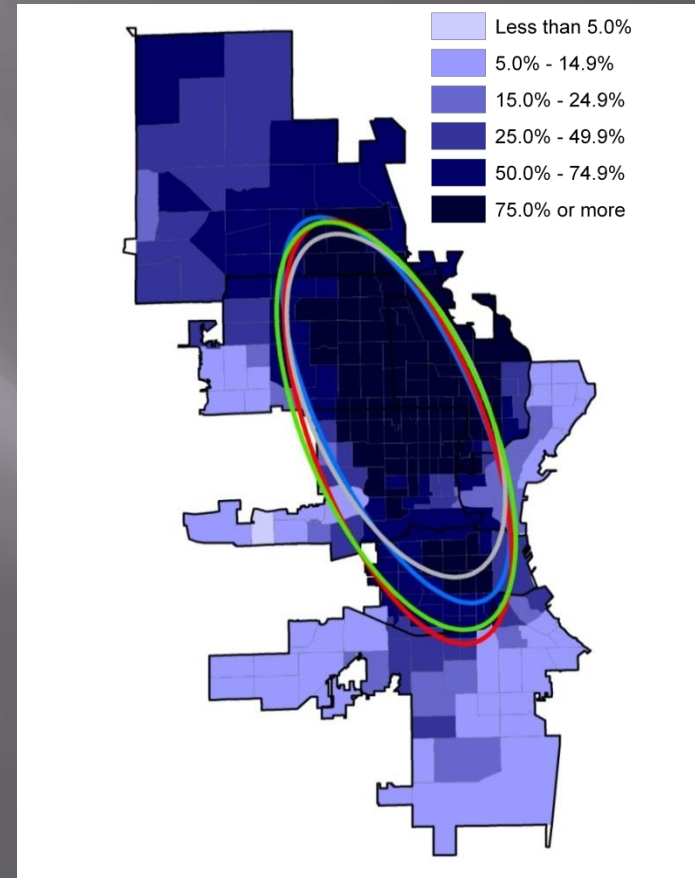
Retrieved from Computer Aided Dispatch (CAD) data system. Selects call types 'Traffic Stop' and 'Targeted Traffic Stop'  
Count of distinct call numbers for January – August 22<sup>nd</sup> for 2007-2013. Citizen complaint data retrieved from the  
Administrative Investigative Management System (AIM).

# 2012 Calls for Service, Violent Crime, Traffic Stops, and Subject Stops compared to Milwaukee Demographics

## Population Below Poverty



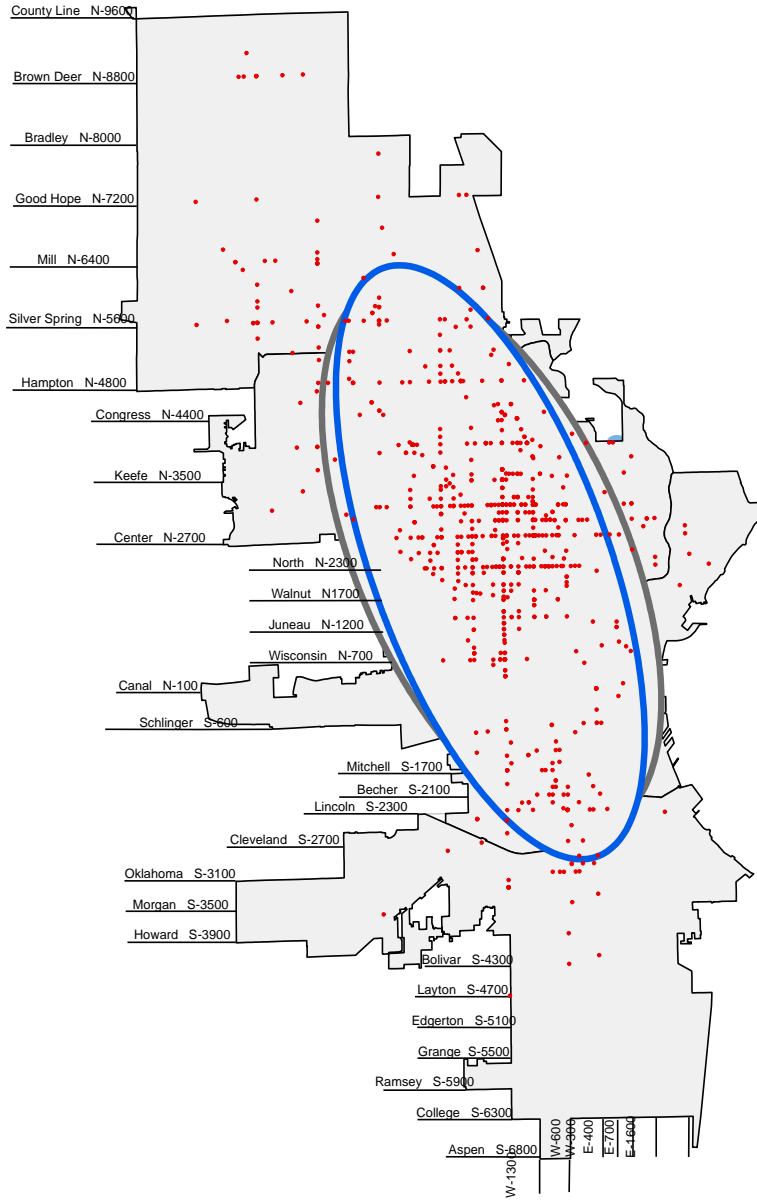
## Minority Population



- Calls for Service
- Violent Crime
- Traffic Stops
- Subject Stops

Calls for service, traffic stop and subject stop data retrieve from the Computer Aided Dispatch (CAD) data system. Calls for service includes all priority 1 through 5 calls. Traffic Stop data includes call types 'Traffic Stop' and 'Targeted Traffic Stop'. Subject Stop data includes the call type as 'Subject'. Violent Crime data retrieved from the Automated Reporting System (ARS) and selects violent crimes based on IBRS codes 09A, 13A, 11A, and 120. All data counts by distinct call numbers or incident numbers. Date range 1-1-2012 to 9-30-2012.

# The Most Prolific Traffic Offenders from January-September 2012



	Top 12%	Top 8%	Top 1%
<b>Traffic Citations</b>	<b>24,884</b>	<b>19,214</b>	<b>5,210</b>
<b>Traffic Stops</b>	<b>9,611</b>	<b>7,420</b>	<b>1,994</b>
<b>Black Drivers</b>	<b>2,869</b>	<b>1,955</b>	<b>310</b>
<b>White Drivers</b>	<b>199</b>	<b>101</b>	<b>8</b>
<b>Hispanic Drivers</b>	<b>284</b>	<b>166</b>	<b>16</b>
<b>Other Drivers</b>	<b>28</b>	<b>13</b>	<b>2</b>
<b>Total Drivers</b>	<b>3,380</b>	<b>2,235</b>	<b>336</b>

Data retrieved from the TRACS traffic citation database. Counts the distinct number of traffic violations and a distinct count of issue dates/times for each license to determine the number of separate traffic stops. Traffic Stop data retrieved from the Computer Aided Dispatch (CAD) System. Date range 1-1-2012 to 9-30-2012.

- Prolific Offender Traffic Stop
  - All Traffic Stop Ellipse
  - Prolific Offender Traffic Stop Ellipse
  - January - September Crime
- All Traffic Stop Density
- Low
  - Moderate
  - High



# City Wide

## Arrestees, Described Suspects, and Victims by Race 2012

	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	<b>72%</b>	<b>89%</b>	<b>83%</b>	<b>89%</b>	<b>91%</b>	<b>59%</b>	<b>81%</b>	<b>87%</b>	<b>77%</b>	<b>84%</b>	<b>87%</b>	<b>55%</b>	<b>95%</b>	<b>92%</b>	<b>60%</b>
<b>White</b>	<b>9%</b>	<b>5%</b>	<b>7%</b>	<b>5%</b>	<b>4%</b>	<b>27%</b>	<b>10%</b>	<b>7%</b>	<b>13%</b>	<b>10%</b>	<b>9%</b>	<b>36%</b>	<b>3%</b>	<b>5%</b>	<b>25%</b>
<b>Hispanic</b>	<b>19%</b>	<b>6%</b>	<b>9%</b>	<b>6%</b>	<b>5%</b>	<b>11%</b>	<b>8%</b>	<b>6%</b>	<b>9%</b>	<b>6%</b>	<b>4%</b>	<b>8%</b>	<b>2%</b>	<b>2%</b>	<b>14%</b>
<b>Other</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>

Data retrieved from the Records Management System (RMS). Selects City Wide crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 12-31-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.

# District 1

## Arrestees, Described Suspects, and Victims by Race January - September 2012



	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	0%	0%	0%	85%	88%	12%	49%	54%	31%	56%	86%	10%	100%	86%	13%
<b>White</b>	0%	0%	0%	15%	11%	82%	40%	35%	59%	33%	14%	88%	0%	14%	78%
<b>Hispanic</b>	0%	0%	0%	0%	0%	3%	2%	9%	8%	11%	0%	1%	0%	0%	6%
<b>Other</b>	0%	0%	0%	0%	1%	3%	9%	1%	1%	0%	0%	1%	0%	0%	2%

Data retrieved from the Records Management System (RMS). Selects only Police District 1 crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 9-30-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.

# District 2

## Arrestees, Described Suspects, and Victims by Race January - September 2012



	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	<b>40%</b>	<b>30%</b>	<b>25%</b>	<b>45%</b>	<b>65%</b>	<b>14%</b>	<b>35%</b>	<b>41%</b>	<b>26%</b>	<b>46%</b>	<b>62%</b>	<b>11%</b>	<b>80%</b>	<b>70%</b>	<b>10%</b>
<b>White</b>	<b>20%</b>	<b>40%</b>	<b>17%</b>	<b>18%</b>	<b>13%</b>	<b>28%</b>	<b>19%</b>	<b>22%</b>	<b>23%</b>	<b>23%</b>	<b>25%</b>	<b>34%</b>	<b>20%</b>	<b>19%</b>	<b>25%</b>
<b>Hispanic</b>	<b>40%</b>	<b>30%</b>	<b>58%</b>	<b>38%</b>	<b>23%</b>	<b>56%</b>	<b>45%</b>	<b>36%</b>	<b>49%</b>	<b>30%</b>	<b>12%</b>	<b>54%</b>	<b>0%</b>	<b>11%</b>	<b>64%</b>
<b>Other</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>

Data retrieved from the Records Management System (RMS). Selects only Police District 2 crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 9-30-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.

# District 3

## Arrestees, Described Suspects, and Victims by Race January - September 2012



	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	<b>100%</b>	<b>100%</b>	<b>91%</b>	<b>100%</b>	<b>99%</b>	<b>72%</b>	<b>92%</b>	<b>97%</b>	<b>88%</b>	<b>97%</b>	<b>98%</b>	<b>68%</b>	<b>88%</b>	<b>94%</b>	<b>69%</b>
<b>White</b>	<b>0%</b>	<b>0%</b>	<b>9%</b>	<b>0%</b>	<b>0%</b>	<b>22%</b>	<b>5%</b>	<b>2%</b>	<b>9%</b>	<b>2%</b>	<b>1%</b>	<b>26%</b>	<b>0%</b>	<b>4%</b>	<b>23%</b>
<b>Hispanic</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>2%</b>	<b>13%</b>	<b>1%</b>	<b>6%</b>
<b>Other</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>3%</b>	<b>0%</b>	<b>1%</b>	<b>2%</b>

Data retrieved from the Records Management System (RMS). Selects only Police District 3 crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 9-30-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.



# District 4

## Arrestees, Described Suspects, and Victims by Race January - September 2012

	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	<b>67%</b>	<b>86%</b>	<b>89%</b>	<b>96%</b>	<b>100%</b>	<b>72%</b>	<b>93%</b>	<b>96%</b>	<b>88%</b>	<b>90%</b>	<b>98%</b>	<b>71%</b>	<b>100%</b>	<b>99%</b>	<b>77%</b>
<b>White</b>	<b>17%</b>	<b>14%</b>	<b>11%</b>	<b>3%</b>	<b>0%</b>	<b>23%</b>	<b>5%</b>	<b>2%</b>	<b>9%</b>	<b>6%</b>	<b>2%</b>	<b>25%</b>	<b>0%</b>	<b>1%</b>	<b>20%</b>
<b>Hispanic</b>	<b>17%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>4%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>3%</b>	<b>0%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>
<b>Other</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>

Data retrieved from the Records Management System (RMS). Selects only Police District 4 crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 9-30-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.





# District 5

## Arrestees, Described Suspects, and Victims by Race January - September 2012

	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	<b>71%</b>	<b>100%</b>	<b>100%</b>	<b>99%</b>	<b>99%</b>	<b>75%</b>	<b>96%</b>	<b>98%</b>	<b>94%</b>	<b>94%</b>	<b>95%</b>	<b>65%</b>	<b>100%</b>	<b>97%</b>	<b>78%</b>
<b>White</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>21%</b>	<b>2%</b>	<b>1%</b>	<b>5%</b>	<b>5%</b>	<b>3%</b>	<b>32%</b>	<b>0%</b>	<b>3%</b>	<b>20%</b>
<b>Hispanic</b>	<b>29%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>
<b>Other</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

Data retrieved from the Records Management System (RMS). Selects only Police District 5 crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 9-30-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.

# District 6

## Arrestees, Described Suspects, and Victims by Race January - September 2012



	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	0%	0%	0%	72%	58%	5%	29%	39%	17%	38%	25%	4%	75%	47%	8%
<b>White</b>	0%	100%	100%	20%	29%	74%	51%	41%	53%	54%	50%	81%	13%	41%	64%
<b>Hispanic</b>	0%	0%	0%	9%	14%	21%	19%	20%	28%	8%	25%	14%	13%	9%	27%
<b>Other</b>	0%	0%	0%	0%	0%	0%	1%	0%	2%	0%	0%	2%	0%	3%	1%

Data retrieved from the Records Management System (RMS). Selects only Police District 6 crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 9-30-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.



# District 7

## Arrestees, Described Suspects, and Victims by Race January - September 2012

	Homicide			Robbery			Aggravated Assault			Burglary			Motor Vehicle Theft		
	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim	Arrested	Suspect	Victim
<b>Black</b>	<b>100%</b>	<b>100%</b>	<b>91%</b>	<b>99%</b>	<b>99%</b>	<b>80%</b>	<b>95%</b>	<b>98%</b>	<b>90%</b>	<b>93%</b>	<b>95%</b>	<b>71%</b>	<b>100%</b>	<b>98%</b>	<b>82%</b>
<b>White</b>	<b>0%</b>	<b>0%</b>	<b>9%</b>	<b>1%</b>	<b>0%</b>	<b>16%</b>	<b>5%</b>	<b>1%</b>	<b>8%</b>	<b>6%</b>	<b>4%</b>	<b>26%</b>	<b>0%</b>	<b>1%</b>	<b>16%</b>
<b>Hispanic</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>
<b>Other</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>2%</b>	<b>1%</b>

Data retrieved from the Records Management System (RMS). Selects only Police District 7 crimes based on IBRS codes 09A, 120, 13A, 220, and 240 and person involvement as Arrested, Suspect, or Victim. Includes date range 1-1-2012 to 9-30-2012. Other includes Asian and American Indian. Suspect column includes only those incidents where race was identified. For some crime categories, the majority of suspects are not described.

# COOPERATIVE EFFORTS

- ▣ Community Building Grants- BNCP and BCJI
- ▣ Milwaukee County
  - 911 Call Handling
  - Parks Patrol/Lakefront
  - ShotSpotter Expansion
  - Bus Checks (17,776 YTD; 25,328 in 2012)
- ▣ Faith Community
  - Developed a Pastor's Academy to integrate religious leaders into our community policing practice
- ▣ DPW
  - WeTIP: partner with DPW to address illegal dumping through our DPR Unit
  - Handicapped Parking Enforcement: developing a hierarchy of responses to most efficiently address this issue
- ▣ Contracts for Police Services

# OPERATIONAL BUDGET

- ▣ Conversion of COPS Grant: \$1.8M
- ▣ Average Sworn Strength: Less than 1% reduction
- ▣ Recruit Classes: 100 Officers
- ▣ Promotions: Detectives and Sergeants
- ▣ Crime Analysts
  - Crime Analysts vs. Forensic Investigators
  - Professionally trained specialists
  - Critical to evolution of police effectiveness
  - 2008: 0 analysts; 2013: 4 analysts; 2014: 12 analysts



# CAPITAL BUDGET

- ▣ PAB Renovation
  - 4<sup>th</sup> floor design/construction; 3<sup>rd</sup> floor design
- ▣ RMS
  - Choose vendor; begin implementation
- ▣ Uninterrupted Power Supply
  - Replace critical equipment at 17 locations
- ▣ Citywide Radio System
  - Continue to improve geographic and heavy-building coverage

# EQUIPMENT BUDGET

- ▣ Squads
  - Replace 22 squads, 4 conveyance vans, 11 motorcycles
  - Develop methodology to analyze vehicle use and repair data to inform future budgets
- ▣ Portable Radios
  - Purchase additional 50 radios for DBR and new officer issue
- ▣ Computer Hardware
  - Possible costs associated with returning to purchase vs. lease structure

# DISCUSSION