

# **EXECUTIVE SUMMARY**

## **POLICE DEPARTMENT**

### **2010 PROPOSED BUDGET**

- Position authority for 100 long unused and unfunded police officer positions is eliminated in 2010. This reduction will have no impact on sworn strength. **(Page 1)**
- The 2010 Proposed Budget includes no levy funding for police officer Recruit Classes. A grant funded Recruit Class is slated to begin in mid-2010. However, this class will be insufficient to offset continued separations from service, resulting in reduced 2010 sworn strength. The MPD indicates this reduction may have both short and long-term impact on the core functions of the department. **(Pages 2 and 3)**
- The Police Department has been the beneficiary of 2 significant ARRA grants to date totaling roughly \$14.9 million. A COPS grant will fund 50 police officer positions for 3 years. A Justice Assistance grant will provide \$4.1 million for various department needs, including \$1.75 million in overtime funding and the purchase of 34 squad cars. **(Pages 3 and 4)**
- Levy supported overtime is reduced \$2.13 million in 2010. However, the department is currently on track to come in significantly below budgeted 2009 overtime and also below proposed 2010 dollars. **(Page 4)**
- Four furlough days for all sworn and civilian members of the MPD will achieve savings of \$2 million. **(Page 4)**
- Six positions within the Safety Division, including Safety Director and 4 Safety Specialist-Senior jobs, are eliminated. Oversight of the 251 crossing guards is transferred to the Community Services Division. **(Page 5)**
- Four auxiliary positions created in the 2009 budget become permanent in 2010. **(Page 6)**
- Discounting the Safety Division changes, the 95 person reduction in authorized personnel (from 3,001 to 2,906) has no impact on the 2010 budget. Rather, the \$13.2 million decrease in net personnel costs is achieved through attrition – and corresponding delayed or non-replacement – of both sworn and civilian personnel, lower levy supported overtime and 4 furlough days. **(Page 6)**
- Several civilian job classifications free up sworn officers from administrative duties, making them available for patrol. **(Pages 7 and 8)**
- The department has struggled with hiring Information Technology staff per recommendations of a 2007 Comptroller’s Audit. **(Pages 8 and 9)**
- The digital radio conversion project known as “OpenSky” is close to coming on line. **(Page 10)**
- The department is in the process of replacing its current 911 system with \$5 million in 2009 capital funding. The current system had earlier been deemed “antiquated when purchased”. Beginning January 1, 2010, the department may be without software support until the new system is operational. **(Page 11)**
- Police Department staffing of Special Events will again exceed \$500,000 in 2009. The true cost of providing police services far exceeds the current fee for such events. **(Pages 11 and 12)**
- 2009 initiatives and information is provided on **Pages 13 and 14.**
- The 2010 Proposed Budget allocates \$4.2 million in capital funding to 5 separate MPD projects discussed on **Pages 15 and 16.**
- Anticipated 2010 Grant and Aid detail is provided on **Pages 16 and 17.**
- Relevant recent historical highlights are provided on **Pages 18 through 20.**
- Police services in other cities have not been immune to cuts and budget reductions. **(Page 20)**

**POLICE DEPARTMENT**  
**2010 PROPOSED BUDGET**  
**SUMMARY PREPARED BY LEGISLATIVE REFERENCE BUREAU**

CATEGORY	2008 Actual	2009 Budget	2008-2009 Change	2010 Proposed	2009-2010 Change
Personnel Costs (*)	\$211,222,975	\$ 214,474,331	1.5%	\$ 201,249,876	(6.2%)
Operating Expenses	12,720,653	13,638,712	7.2%	12,744,347	(6.6%)
Equipment	<u>2,829,079</u>	<u>2,463,687</u>	(12.9%)	<u>1,737,654</u>	(29.5%)
<b>TOTAL EXPENDITURES</b>	<b>\$226,772,707</b>	<b>\$230,576,730</b>	<b>1.7%</b>	<b>\$215,731,877</b>	<b>(6.4%)</b>
Capital Improvements	\$2,745,000	\$6,664,000	142.8%	\$4,188,000	(37.2%)
Positions (**)	3,003	3,001	(2)	2,906	(95)

(\*) Personnel costs include Salaries and Wages, Overtime and Fringe Benefits

(\*\*) Includes both tax levy and grant funded positions.

**Function:** The primary charge of the Police Department is to reduce crime, fear and disorder, thereby enhancing the quality of life in the City of Milwaukee. To achieve this mission, the department relies on a data driven crime analysis process that examines localized crime trends in detail and holds personnel accountable for addressing specific trends or concerns. Implementation of quality of life, neighborhood policing translates to being more proactive than reactive, and focuses police resources on the tasks, problems, and geographic areas with the largest potential for improving overall safety.

**MAJOR 2010 PROPOSED BUDGET ISSUES**

The 2010 Executive Budget proposes a \$14.8 million decrease in the operating budget of the Police Department, primarily through reduced personnel costs. Lower sworn strength and civilian personnel, tightened overtime expenditures, and furlough days have the combined effect of a 178 person decrease in budgeted full-time equivalent staffing in 2010. These changes are discussed in further detail in the following sections.

**1. Reduction in Authorized Strength**

It is proposed that position authority for 100 police officers be eliminated in 2010. These positions have long been unused and unfunded. It should be emphasized that this reduction in authorized sworn positions would have no impact on police officer sworn strength or the proposed 2010 operating budget for the MPD. As displayed below, authorized sworn staffing and vacancies are reduced by a like amount, having no net effect on sworn strength.

**PROPOSED 100 PERSON REDUCTION IN AUTHORIZED SWORN STAFFING**

Timeline	Authorized Sworn Positions	Vacancies (*)	Sworn Strength Level
Staffing at 8/22/09	2,141	205	1,936
Projected Staffing at 12/31/09	2,141	241	1,900
Proposed Reduction in Authorized Strength	2,041	141	1,900

(\*) Includes temporary vacancies such as military and family leave.

**2. Reduction in Sworn Strength**

Sworn strength, however, will decline in 2010, as separations from service are not offset with new police recruits. This is a result of the 2010 Proposed Budget including no levy funding for police officer Recruit Classes. New police officer recruits offset separations from service, which average approximately 4 sworn officers per pay period. Thus, a Recruit Class that began in March 2009 added 40 officers to the department’s sworn strength level. (Recruits are included in sworn strength when class begins, not upon graduation from the 22-23 week training period.)

With no additional Recruit Class planned for 2009, none budgeted for 2010, and a COPS Hiring Recovery Program Grant class of 50 recruits (see Item #3) not planned to commence until mid-year, separations from service would continue to reduce sworn strength, as demonstrated in the following projected “sworn strength timeline.” For sake of example, it is assumed that the ARRA funded Recruit Class begins on July 1, 2010.

**PROJECTED SWORN STRENGTH TIMELINE**

<i>Timeline</i>	<i>Sworn Strength</i>
Staffing at 8/22/09	1,936
Projected Separations from 8/22/09 thru 12/31/09	<u>(36)</u>
Sworn Strength at 12/31/09	1,900
Projected Separations from 1/01/10 thru 6/31/10	<u>(52)</u>
Sworn Strength at 6/30/10	1,848
COPS Hiring Recovery Program Recruit Class	<u>50</u>
Sworn Strength at 7/01/10	1,898
Projected Separations from 7/01/10 thru 12/31/10	<u>(52)</u>
Sworn Strength at 12/31/10	1,846
2010 Average Sworn Strength	1,873

Amendment 1b to the 2009 Proposed Budget provided revenues sufficient to “*restore funding for 56 sworn Police Officers, enabling the department to maintain an average sworn strength of 1,964 personnel*”. This staffing level was in concert with preferences articulated in the Mayor’s “Preferred” Budget. The scenario presented above equates to a 2010 average sworn strength level of 1,873, a 91 officer reduction (4.6%) from the preferred 2009 average sworn strength level.

**Impact of Reduced Sworn Strength:** Decisions on new police officer Recruit Classes are ideally made within the larger context of maintaining a certain sworn strength level, which directly impacts the ability of the Police Department to serve the City. A reduction in sworn strength resulting from the fiscal challenges facing Milwaukee may have both short and long-term impact on the core functions of the department, namely reducing crime, fear and disorder and performing proactive policing. Potential consequences identified by the department include:

- Potential Immediate Impacts:
  - ✓ Increased Overtime: Vacancies may create a greater need for police overtime. (Budgeted overtime is reduced in 2010, as discussed in Item #4.)
  - ✓ Reduction in Non-essential Services: As the department maintains focus on its core mission, services provided to residents and assistance to other city agencies may decrease.
  - ✓ Longer non-emergency Response Times: Increased vacancies may lead to lengthened response time to non-emergency calls for service.

- Potential Long-Term Impacts:
  - ✓ Service Reductions: Investigative options and assets for “lesser crimes” such as burglaries may become more limited.
  - ✓ Decline in Clearance Rates: Limited investigative resources may lead to lower clearance rates and decreased availability to pursue cold case crimes.
  - ✓ Reduction of Bicycle and Foot Patrols: These specialty units may be reduced in order to maintain adequate patrol car coverage and safety of officers.
  - ✓ Special Event Staffing: Participation in festival and special event policing may need to be significantly reduced, as officers concentrate on providing essential policing services.

### 3. ARRA Stimulus Dollars

The Police Department has been the beneficiary of two significant American Recovery and Reinvestment Act (“ARRA”) grants to date totaling approximately \$14.9 million in funding.

***COPS Hiring Recovery Program Grant:*** The City was awarded \$10.3 million to fund the salary and fringe benefits of 50 “new hire” police officers for a period of 3 years. The Department of Justice used indicators of economic distress, such as foreclosures and unemployment, along with reported rates of violent and serious crime, to determine which requests to fund under this competitive grant program. (In the end, the DOJ received over 7,200 applications for more than 39,000 police officer positions, representing a total of \$8.3 billion in requested funding.) Funding for 50 officers was the maximum awarded under the program. While technically a 100% donor funded grant, the City is required to maintain these positions for at least one year upon expiration of the 36-month federal funding period.

As previously discussed, this grant will supply funding for the 50 officers projected to begin recruit training in mid-2010. (The 3-year federal funding period will effectively commence when the recruits begin at the Police Academy.) Starting the class mid-year allows the eventual tax levy impact of these 50 police officers to be spread out over two budget years – the latter half of 2013 and the first half of 2014. The mid-year start date may also benefit recruiting, as 21 Police Aides will be eligible for promotion at that time. (Currently, 13 Police Aides are eligible for promotion.)

***Recovery Act Edward Byrne Memorial Justice Assistance Grant:*** The City of Milwaukee was awarded \$4.1 million of a roughly \$6.3 million formula allocation provided to Milwaukee County. This grant award comes with fairly broad spending parameters, and the Police Department has earmarked dollars for the following purposes:

<b><i>PURPOSE</i></b>	<b><i>DOLLAR AMOUNT</i></b>
Overtime for Violent Crime Reduction Initiative	\$ 1,750,000
34 Fully Equipped Squad Cars	941,290
Securitization of Prisoner Processing Section Jail Cells	745,000
8 Automated License Plate Readers	214,300
Real Time Crime Center Development	195,690
Comstat Room Improvements	105,674
Digital Surveillance Systems	100,000
68 Ballistic Vests	40,800
<b><i>TOTAL</i></b>	<b><i>\$4,092,754</i></b>

While supporting other departmental need and initiatives, nearly 66% of grant dollars will be used to augment overtime and squad car purchases, both of which have been reduced in the proposed 2010 budget. Levy supported overtime is discussed in the next section. The 2010 Proposed Budget provides funding for the purchase of 55 squad cars, a decline from the 72 funded in 2009. Decreased “relief” squad monies accounts for a majority of the \$726,000 decline in proposed equipment funding for 2010.

**Other grant applications:** The ARRA has also made available \$225 million in competitive Byrne Justice Assistance grants, with priority given for “innovative community policing” concepts. The Police Department recently received funding decisions on several applications submitted under this initiative:

- ◆ A \$5 million grant to expand the Milwaukee Safe Streets Initiative was denied.
- ◆ A \$4.95 million grant to create 29 civilian intelligence analyst jobs for two years was denied.
- ◆ A \$500,000 grant addressing child sexual predator registration and internet crimes against children investigations was awarded.

**4. Decreased Overtime Funding**

Proposed levy supported overtime in 2010 of \$12.14 million represents a \$2.13 million decrease from 2009 funding levels. As displayed in the table below, 2009 year-to-date overtime is significantly below 2008 comparables, and on track to come in not only below the 2009 budgeted amount but also 2010 proposed overtime dollars. (If continued to be utilized at the current rate, 2009 overtime projects out to total roughly \$10.2 million.)

<b>OVERTIME</b>		
<i>Year</i>	<i>Budgeted Overtime</i>	<i>Actual Overtime</i>
2005	\$9,725,000	\$13,310,942
2006	\$9,677,805	\$14,930,740
2007	\$12,004,000	\$17,430,700
2008	\$13,293,200	\$14,501,655
2009	\$14,269,780	
2010 (P)	\$12,141,881	
2008 YTD	Thru PP 17	\$10,005,922
2009 YTD	Thru PP 17	\$6,687,897

PP17 is through 8/22/09

As a result of a 2007 Comptroller’s Audit of MPD overtime, program codes were implemented to better track and analyze overtime. However, reorganization of the department’s divisions of service in September 2008 makes more detailed analysis of 2009 overtime versus prior years’ impractical. While the ability to utilize court management software to reduce overtime costs was deemed cost-prohibitive, the department has instituted a court overtime pilot project, which may result in further overtime efficiencies.

**5. Furlough Days**

Four furlough days for all members of the Police Department - both sworn and civilian - are factored into the 2010 Executive Budget to achieve estimated savings of \$2 million. These furlough days will be spread throughout the year in order to ensure adequate staffing.

## 6. Safety Division

The 2010 Proposed Budget eliminates 6 positions (all currently occupied) within the Safety Division of the Administration Bureau and transfers division responsibilities, along with oversight of 251 crossing guards, to the Community Services Division of the Neighborhood Policing Bureau. Current and proposed funding of this Division is detailed in the following table.

**SAFETY DIVISION STAFFING**

<b>Position</b>	<b>Units</b>	<b>Pay Range</b>	<b>2009 Budget</b>	<b>2010 Proposed</b>
Safety Director	1	11	\$96,722	Eliminate
Safety Specialist-Senior	4	4	\$246,540	Eliminate
Office Assistant III	1	425	\$34,972	Eliminate
School Crossing Guard	207	929	\$913,378	\$853,910
School Crossing Guard	10	929	-	\$40,050
School Crossing Guard (Aux.)	28	929	\$49,986	\$115,505
School Crossing Guard-Operator	3	929	\$11,874	\$17,420
School Crossing Guard-Dispatcher	3	929	\$11,874	\$33,086

The basic function of the position of **Safety Director** is described as follows: *“Under the direction of the Assistant Chief of Police-Administration Bureau, the Safety Director is responsible for providing leadership, direction and oversight for the management, coordination and delivery of Safety Programs in the areas of a city-wide School Crossing Guard Program, Safe Routes to School, Pedestrian, Water, and Bicycle Safety, Safety Patrol Education, all court mandated Defensive Driving Courses, Public Passenger Vehicle Testing, Line-of-Sight violations; supervise (4) Safety Specialist Sr. and (1) Office Assistant III. Manage the MPD-Safety Division Budget.”*

The job description provided for the position of **Safety Specialist-Senior** reads as follows: *“Under the supervision of the Safety Director, the Safety Specialist-Senior position is responsible for the administration, coordination and management of numerous programs directed citywide for community safety. These services include the School Crossing Guard Program, Pedestrian and Bicycle Safety, Safe Routes to School Program, Water Safety Program, Safety Patrol Education Program, and Employee Safety. Provides education and installation of car seats and car seat checks for State Compliance.”*

The **Office Assistant III** position provides administrative and clerical support and performs payroll and miscellaneous administrative duties.

Three individuals within the Community Services Division – a Captain of Police, Police Sergeant and Office Assistant IV - will assume all aforementioned responsibilities. (The Community Services Division also tracks activities of the School Resource Officer program.)

***I-94 N-S Corridor Reconstruction Grant Agreement:*** The Wisconsin Department of Transportation is providing funding for 10 additional crossing guards at schools near the Interstate 94 North-South corridor project. It is expected that traffic on local alternate route streets will increase significantly, necessitating the need for additional traffic control at designated schools. The grant runs from November 1, 2008 through December 31, 2010, and may not exceed \$100,000.

**7. Auxiliary Positions Funded in 2010**

Four auxiliary positions created in the 2009 budget and proposed to become permanent in 2010 are detailed below.

**2009 AUXILIARY – PROPOSED FUNDED IN 2010**

<i>Position</i>	<i>Pay Range</i>
Inspector of Police	12
Finance & Planning Manager	11
Crime Analyst (2)	598

The position of **Inspector of Police**, filled effective March 22, 2009, is the second-in-command of the Criminal Investigation Bureau. The incumbent assists in the supervisory responsibility for all CIB functions including the Intelligence Fusion Center and the Investigative Management, Violent Crimes, Neighborhood Investigations, Organized Crimes and Sensitive Crimes Divisions.

The position of **Finance and Planning Manager**, filled effective February 22, 2009, is responsible for policy development through financial management support functions within the Police Department including project review and implementation, budget preparation and monitoring, accounting activities, capital and grant management, and other financial duties.

Under the direction of the Captain of Police of the Intelligence Fusion Center, a **Crime Analyst** is responsible for the collection, correlation, evaluation, and dissemination of criminal intelligence. These positions also oversee all intelligence analytical work products from inception through completion and dissemination. These non-sworn positions currently remain unfilled as the department is in the process of reviewing applications.

**8. Authorized Position Summary**

The table below reconciles the proposed reduction in authorized personnel from 3,001 in 2009 to 2,906 in 2010. Per a 2004 case settlement, a vacated sworn Police Alarm Operator position is converted to a civilian Police Dispatcher position. The Communications Systems Manager was converted from sworn to civilian upon the retirement of the incumbent in April 2009. Grant positions are discussed in further detail later in this report.

Thus, discounting proposed elimination of the 6 Safety Division positions, the 95 person reduction in authorized personnel has no impact on the 2010 budget. Rather, the \$13.2 million dollar decrease in net personnel costs is achieved through attrition – and corresponding delayed or non-replacement – of both sworn and civilian personnel, lower levy supported overtime and 4 furlough days.

**2010 PROPOSED PERSONNEL RECONCILIATION**

<b>2009 Authorized Sworn Total</b>	<b>2,145</b>	<b>2009 Authorized Civilian Total</b>	<b>856</b>
Police Officer	(100)	Safety Director	(1)
Detective (Human Trafficking Grant)	+1	Safety Specialist Senior	(4)
Police Officer (UASI Grant)	+2	Office Assistant III	(1)
Captain of Police (HIDTA Grant)	(1)	School Crossing Guard (I-94 Grant)	+10
Detective (HIDTA Grant)	(1)	Police Dispatcher	+1
Police Alarm Operator	(1)	Communications Systems Manager	+1
Communications Systems Manager	(1)		
<b>2010 Sworn Personnel Request</b>	<b>2,044</b>	<b>2010 Civilian Personnel Request</b>	<b>862</b>

## OTHER BUDGET & POLICY HIGHLIGHTS

### 1. Civilian Staffing To Free Up Sworn Officers

In recent years, authorization has been approved for several civilian job classifications to free sworn officers from station house and administrative responsibilities, thereby making them available for patrol related activities. Job titles, responsibilities and qualifications have evolved over this time as the Police Department studied how to best achieve the end goal of placing more “boots on the street.” Today, there are two civilian position classifications designed for this purpose – a Police Services Specialist (“PSS”) and a Police Services Specialist Investigator (“PSSI”) – both of which require prior law enforcement experience. The chart below summarizes authorized positions, pay and funding for these posts, which, as proposed, remains essentially unchanged in 2010.

	<i>PSS (0.5 FTE)</i>	<i>PSSI (0.5 FTE)</i>	<i>PSSI (**)</i>	<i>PSSI – PPD (***)</i>
Authorized Positions	18	13	17	10
Pay Range	939	465	465	n/a
Pay Rate	\$13.49 - \$14.18	\$18.27 - \$21.47	\$38,002 - \$44,658	n/a
2009 Funding	\$316,566	\$245,063	\$640,934	Unfunded
2010 Proposed Funding	\$282,568	\$252,415	\$660,161	Unfunded
Vacancies (*)	0	8	7	n/a

(\*) As of August 22, 2009

(\*\*) As a result of recommendations made by a Community Service Staffing Task Force, the 2007 Budget provided for 15 Community Services Officer (“CSO”) positions. In May 2007, these 15 positions were reclassified as Police Services Assistants (“PSA”), with the MPD proposing to use these jobs to civilianize the booking process at district stations. The 2008 Budget increased the authorized number of PSAs from 15 to 33. The 2009 Budget eliminated the 33 PSA positions and replaced them with 17 PSSI posts and an additional 16 Police Aide positions.

(\*\*\*) The 2008 Budget provided position authority for these PSSI positions intended to civilianize the Background Investigation Section within the Professional Performance Division

A candidate for either a PSS or PSSI position must be a former law enforcement officer who resigned or retired in good standing, as job responsibilities require specific knowledge of police policies, procedures, methods and law enforcement techniques:

***Police Services Specialist:*** These positions engage in a variety of assignments in work locations such as the Property Control Section, Identification Section, Vehicle Services and License Investigation. A PSS may also perform various district station support duties such as answering phones, console operation, and taking and filing walk-in complaints.

***Police Services Specialist Investigator:*** These positions perform background investigations on prospective police officers and civilian job applicants, assist with residency investigations, civil litigation investigations, rules violations, and records requests, and work on data gathering, crime trend analysis and follow-up investigations.

Thus, this initiative has evolved into a de facto “retired officer” program, the very type of program that was urged with the adoption of CCFN #080439 in July 2008. As discussed then, retired law enforcement personnel have had extensive exposure to the culture and day-to-day workings of a police department, and provide a wealth of relevant practical experiences to draw upon.



The department is currently interviewing applicants for the vacant funded PSSI positions. The 10 PSSI-Professional Performance Division positions have remained unfunded since creation.

***Police Aide Program:*** The MPD's Police Aide Program allows individuals to enter the field of law enforcement immediately upon graduation from high school, effectively serving as an apprenticeship program for the position of Police Officer. A civilian Police Aide must be age 17 to 19 at the time of appointment, obtain 24 college credits, and participate in the program a minimum of 2 years to be considered for appointment to Police Officer. (Whereas applicants for Police Officer must be 21 years of age and obtain 60 college credits within 5 years of hire.)

Generally, Police Aides are assigned to clerical duties in the Central Records Division and the Investigative Management Division during the early stages of their career so that they become familiar with MPD computer applications such as the Records Management System. Assignments at district stations and specialty units follow, allowing the Police Aide to become more familiar with a wide variety of departmental operations.

In 2008, the program began to train Police Aides in prisoner processing and booking procedures. Specifically, during the second half of their time in the program, Police Aides undergo specialized training in prisoner processing at the Police Academy. Police Aides then are assigned to a Booker assignment and process prisoners at a district station. Importantly, this frees up additional sworn officers for street duty – the stated intent of the aforementioned PSA positions. The 2010 Proposed Budget continues funding for 67 Police Aides. A 16-person Police Aide class began September 21, 2009.

## **2. Information Technology Personnel**

In summary conclusions of a July 2007 Audit of the Milwaukee Police Department Crime Data System, the Comptroller's Office stated:

*“Strong project management and oversight of the Crime Data System project is lacking. Failure to adequately train MPD personnel, update MPD business processes, and implement the planned conversion of existing legacy databases contributed to the delays and incomplete status of certain system functions. The system vendor Tiburon appears to be responsible for some of these implementation problems and delays. Although it is not uncommon to encounter major problems in such an extensive and complex project, MPD was not properly staffed to effectively direct or oversee the project and deal with deficiencies in Tiburon's performance. The project suffered from insufficient MPD commitment of resources during its nearly five year implementation.”*

The Audit further stated that *“MPD needs a properly sized IT staff with the right technical skills for the extensive technology used by the department”* and recommended that *“the Mayor and Common Council address the information technology staffing issues in MPD.”*

Separately, beginning in July 2004, the Police Department outsourced work on the Crime Data System project to a former Captain of Police under an exception to bid, sole source contract. This individual was paid \$416,000 for IT consulting services from July 2004 through March 2007, and received another contract in the amount of \$175,000, issued pursuant to a bid, for the period October 2007 through September 2008. Regarding this outsourcing, concerns were eventually raised not only on the lack of progress in efficient utilization of the Crime Data System, but on an apparent lack of knowledge transfer to current MPD information technology staff.

Following is brief commentary on several technology related positions within the department.

***Police Information Systems Director:*** CCFN #071739 approved the creation of this position in April 2008. Recruitment began last fall, and the position was filled with the appointment of Deborah Lewis in July 2009. (A group of external IT experts sat on the interview panel for this position.) This position is responsible for the planning and management of all information technology projects and the overall information environment within the MPD. The Police Information Systems Director serves as liaison with federal, state and other municipal public safety agencies regarding technology collaboration and cooperation, and provides direct supervision of the Central Records Division, Technical Communications Division, and the Information Technology Division.

***Network Coordinator Senior:*** The 2008 Budget provided authority and funding for 2 additional positions to specifically address IT issues brought to light in the IT Audit. Approval to fill the two positions was held at the February 4, 2009 F&P hearing pending hiring of the Police Information Systems Director. A Network Coordinator Senior is responsible for assisting in the development and support of the MPD local area network, hardware, software, and server/web based applications. The positions also addresses increased calls for service related to network trouble analysis, multi-application support, hardware support, and advanced user training. One of these vacancies was filled effective September 14, 2009. The 2010 Proposed Budget continues funding for 5 Network Coordinator Seniors positions.

***Network Manager Assistant, Wireless Interface Manager and Systems Analyst Project Leader:*** The 2008 Budget provided position authority but no funding for these positions created specifically as a response to the IT Audit. Final position duties were to be determined through a joint needs analysis in the first quarter of 2008. Position authority, but no funding, continues in 2010.

***Communications Systems Manager:*** This position became vacant with the retirement of long-time incumbent Samuel Steffan in April 2009. The Communications Systems Manager directs all radio communications and wireless data systems within the City of Milwaukee, sets standards for the installation, maintenance, repair and modification of wireless infrastructure, and defines and designs methods and systems to allow disparate radio systems to communicate amongst each other. As in the past, it is expected that the hire will play an integral role in the ongoing digital radio conversion project (see Item #3) as well as the pending replacement of the city's 911 system (see Item #4). Applications were accepted through August, and a hire is anticipated by the end of 2009.

***Electronic Technician:*** Two Electronic Technician vacancies have been open since 2006, while the 3<sup>rd</sup> vacancy has gone unfilled since the position was authorized in the 2008 Budget. An eligibility list provided in 2008 resulted in only a single qualified candidate and no hires. The examination portion of a new hiring process, approved in February 2009, again did not yield qualified candidates, necessitating DER work on a new examination. An Electronic Technician is responsible for installing, repairing and maintaining fixed site radio communications equipment and installing, repairing and maintaining mobile radio communication equipment including portable radios, mobile radios, marine radio, electronic sirens and speed measuring radar. In 2010, funding continues for 10 Electronic Technicians.

### **3. Digital Radio Conversion Project**

#### ***a) Background***

The Police Department is currently in the process of converting its radio communications from a conventional two-way analog wireless system to a trunked digital control system. Rather than assigning, and limiting, users to assigned channels, a trunked system effectively pools all channels (16) together and assigns radio transmissions automatically to an open frequency, a much more efficient use of limited airwaves. Further, the unique address code assigned to each radio enables user assignment to various talk groups while also providing a vehicle for private, one-on-one discussions between supervisors and officers. Finally and importantly, this system will continue to allow radio interoperability, enabling other city departments to share a common communication platform – a significant advantage in emergency or disaster situations.

The MPD began its digital radio conversion project in 2003, choosing the “OpenSky” system manufactured by M/A-COM. Implementation of OpenSky was a multi-phase process, dependant on funding and radio spectrum availability. By 2005, project construction was sufficient to enable data only transmission. Between 2005 and 2008, the department focused on other necessary project infrastructure, including adding radio spectrum, securing sites for radio improvements, and constructing these improvements. This allowed work on voice operation of OpenSky to commence in the latter portion of 2007.

#### ***b) Voice Operation***

The MPD began installing OpenSky M7200 mobile radios in all new squad cars in 2007. By January 2009, problems with radio interference, unstable radio sites, and unexpected alert tones and noises had been resolved. General Communications, through a sub-contract with the vendor, has virtually completed retro-fitting M7200 mobile radios into pre-2007 squads.

Deployment of OpenSky P7200 portable radios began in October 2008 using District 3 as a pilot. However, the department pulled these portables off the street after only a few weeks due to several technical problems and apparent inadequate officer training in the operation of trunked radios. Technical issues – a radio antenna placement that resulted in “dead” spots, an inability for radios to jump fast enough to the next available radio site, and an outdated operating code – have since been resolved. Operationally, a “train the trainer” group of 30 officers was extensively schooled in the operation of trunked radios, with trainers then made available to provide tutelage to others. Rollout of portable radios recommenced in April 2009, and is expected to be completed in early November 2009.

#### ***c) Technical/Fiscal Comments***

- ✦ It should be noted that several OpenSky customers with significantly larger geographic areas have had concerns or issues with garbled transmissions, dropped calls, dead spots, faulty radio signal handoff and undependable emergency functions. To date, the vendor continues to work with MPD on any technical issues that arise.
- ✦ As of September 4, 2009, MPD has spent \$17.5 million on OpenSky, including \$8.9 million in capital funding and \$8.6 million in grant funding. No outsourced personal services contracts have been issued.
- ✦ After all portable radios have been deployed and Dispatch Consoles converted, MPD will undergo a period of “acceptance testing” for the OpenSky system. MPD will be testing the effectiveness and functionality of OpenSky in-house, without the aid of an independent validation and verification firm. If and when the department formally accepts and signs off on OpenSky, a maintenance fee will thenceforth be required for vendor support.

**4. 911 System Replacement**

The 2009 Budget provided \$5 million in capital funding for the replacement of the current Time Domain Modulation (“TDM”) 911 system, installed in 2003, to a digital Internet Protocol (“IP”) system. Once future standards are set, this system will be capable of accepting emergency data coming from text or video, e-mail messages, voice (whether from landline, cell or voice over IP) and video calls. Project scope also encompasses upgrades to the Police Department’s phone and voice mail system.

Project contracts and implementation is a staged process, culminating with the installation of the new 911 system. The recording system contract was signed in May 2009 and the voice mail contract signed in June 2009. Voice mail implementation is essentially complete and the recording system installation was slated to begin in late September. The requisition for the phone system upgrade is in the procurement stage. Regarding actual 911 system replacement, the department is currently in the proposal review stage and anticipates choosing a vendor this fall with contract negotiations to follow.

**911 PROJECT COSTS TO DATE**

<i>Item</i>	<i>Cost</i>
NICE Recording Equipment	\$467,556
Avaya Modular Messaging System	142,853
NICE Servers	49,046
Encumbered DPW Site Prep	15,000
Other Equipment	<u>9,382</u>
Total	\$683,837

At the 2009 budget hearing, the department commented that the current 911 system was “antiquated when purchased”. In fact, the vendor no longer sells or manufactures equipment compatible with the current system, requiring hardware components that fail to be either custom made or supplied via the discontinued parts market. Thus, the RFP for the digital IP 911 system will require the successful bidder to guarantee support, including the availability of proprietary hardware, for at least 10 years. This obligation, provided via a maintenance agreement, is to be passed on to new owners if the company is sold.

Finally, vendor software support of the current 911 system will cease effective December 31, 2009. With project completion projected within the first half of 2010, the department may be without 911 software support until the new system is operational.

**5. Special Event Staffing**

Prior to 2008, the MPD typically staffed Special Events with regular duty, straight-time personnel. This system, over and above cost issues, impacted the department operationally, as overtime personnel would then be required, at times, to respond to calls for service. Thus, effective June 1, 2008, in an effort to more accurately reflect the true cost of providing police service, the MPD began staffing Special Events, when practical and possible, with overtime personnel. (Depending on the Special Event, manpower required, time commitment, and elective sign-up, straight time costs, may also be allocated.) While events continue in 2009, the MPD estimates that Special Event staffing will again be in excess of \$500,000 this year.

**Special Event Staffing**

<i>Year</i>	<i>MPD Staffing Costs</i>
2007	\$615,786
2008	\$975,712
2009 Estimated	\$512,708

The significantly higher 2008 total can be attributed to \$274,526 for Harley-Davidson 105<sup>th</sup> Anniversary events, emphasizing the impact that these large-scale, non-annual Special Events can have on a police budget. (2008 also included \$35,446 for Presidential Campaign visits.)

Currently, depending on event size, the fee for provision of city services to Special Events ranges from \$110 (Class D) to \$1,850 (Class A). The following table contains the top 20 Special Events in both 2007 and 2008, showing that the cost of providing police services to Special Events can far exceed this event fee.

**MPD SPECIAL EVENT STAFFING: TOP 20 EVENTS IN 2007 & 2008**

<i>2007 EVENT</i>	<i>COST</i>	<i>2008 EVENT</i>	<i>COST</i>
Summerfest	\$168,748	Summerfest	\$202,026
Paul Hill Memorial Protest Rally	\$33,567	EOC – Harley 105 <sup>th</sup>	\$78,302
Juneteenth Day Parade & Festival	\$28,055	Juneteenth Day Parade & Festival	\$66,263
U.S. Bank Fireworks	\$27,475	Harley 105 <sup>th</sup> Veterans Park Concert	\$59,816
South Shore Frolics Festival & Parade	\$21,098	U.S. Bank Fireworks	\$39,880
Festa Italiana	\$20,200	Water Street Harley 105 <sup>th</sup>	\$37,083
Immigrants Rights March	\$18,950	South Shore Frolics Festival & Parade	\$27,655
Big Bang Fireworks	\$17,788	Harley 105 <sup>th</sup> @ Summerfest Grounds	\$25,103
Mexican Fiesta	\$16,863	Riversplash Festival	\$24,582
Mexican Independence Day Cruising	\$16,126	Festa Italiana	\$24,484
Irish Fest	\$15,469	Pridefest Festival	\$23,705
Cinco E Mayo Cruising	\$14,422	Big Bang Fireworks	\$22,782
African World Fest	\$13,926	Brady Street Harley 105 <sup>th</sup>	\$21,472
German Fest	\$11,688	German Fest	\$18,492
Riversplash Festival	\$11,209	Irish Fest	\$17,338
International Mink Show	\$10,421	Harley 105 <sup>th</sup> Parade	\$15,992
Bastille Days Festival	\$8,366	Mexican Fiesta	\$14,625
Indian Summer Festival	\$8,364	Indian Summer Festival	\$10,745
Polish Fest	\$7,996	Bastille Days Festival	\$10,344
U.S. Bank Championship	\$6,965	Visit of Senator Barack Obama	\$10,254

The following table displays the Top 10 2009 Special Events to-date. Estimated figures were provided in cases where event accounts have not been “closed”.

**TOP TEN 2009 EVENTS TO-DATE**

<i>2009 EVENT</i>	<i>COST</i>
Summerfest	\$186,314
Juneteenth Day Parade & Festival (*)	\$31,024
Riversplash	\$28,062
U.S. Bank Fireworks	\$24,344
The Great Circus Parade	\$22,154
Festa Italiana	\$16,552
South Shore Frolics Festival & Parade (*)	\$16,476
Irish Fest (*)	\$15,139
Big Bang Fireworks	\$14,609
German Fest	\$12,837

(\*) Estimated

### ➤ **Redesigned Police District Boundaries**

In the past, police district boundaries, and any so-called redistricting, focused on equalizing workload within the 7 police districts. Little or no consideration was given to neighborhood cohesion, geography, topography or crime trends. To better account for all priorities, and in keeping with its commitment to neighborhood policing, police district boundaries were re-designed effective July 12, 2009.

Redesign emphasis was given to establishing and maintaining a stable, proactive, visible presence in neighborhoods, while also taking ownership over problem areas. Common concerns of neighborhoods would thereby be served by one district rather than multiple districts. The redesigned boundaries primarily impacted 4 police districts, summarized below:

- ***Districts 1 and 5:*** District 1 now includes the upper-east side – north of North Ave. and East of the Milwaukee River.
- ***Districts 2 and 6:*** These districts had been bounded North/South by S. 16<sup>th</sup> St. and S. 20<sup>th</sup> St. An East/West boundary now delineates these districts, with District 2 policing the northern area and District 6 the southern portion.

### ➤ **District Station Detectives**

On June 14, 2009, a group of 8 detectives and a lieutenant of detectives were assigned to a pilot project working out of the District 3 stationhouse, focusing on crime in that particular police district. The intent of this program is to somewhat decentralize the Criminal Investigation Bureau (“CIB”), allowing participating detectives to develop better intelligence within the district by “knowing the neighborhoods”, all consistent with proactive neighborhood policing.

The fledgling program has provided the following successes to-date:

- ✓ Communication has increased between district officers and detectives and between the District and CIB.
- ✓ The increased communication and better understanding of neighborhood dynamics has led to better intelligence, allowing for faster identification of suspects, better understanding of motive and enhanced linking of cases.
- ✓ District officers benefit from the opportunity to informally seek advice and investigative guidance from the detectives.

The department intends to provide a 6-month assessment of the program in January 2010. The plan remains to expand this program or a modified version of the program to other districts.

### ➤ **Service Weapon Transition**

Beginning in mid-May and continuing through October of this year, the MPD is replacing all Glock model service weapons – approximately 2,200 – with a Smith & Wesson .40 caliber M&P. The department had been experiencing magazine feed problems for some time with its inventory of Glocks, which includes .40 caliber Models 22, 23 and 27. The Smith & Wesson M&P .40 was chosen based on reliability, functionality, ease of training, effectiveness in a field environment, and the collective recommendation of the MPD Rangemaster and Firearms Section staff. The piecemeal replacement, which averages 90 guns per week, not only benefits Smith & Wesson with respect to manufacturing and shipping, but enables the MPD to effectively manage training on the new weapons.

This transition is being done at no cost to the department. Smith & Wesson agreed to an even, gun-for-gun exchange – the MPD turns over the used Glock pistols to Smith & Wesson and receives new M&P .40s in return. This is a significant financial concession on the part of Smith & Wesson, as the new M&P .40s retail for approximately \$545 and the used Glocks have considerably less value.

➤ **Civilian Office Vacancies**

The Police Department has long struggled with significant vacancies in certain civilian positions – notably Office Assistant II and Police District Office Assistant. Requisite background checks, alternate employment opportunities and the non “9-to-5” nature of the job all serve as deterrents in staffing these positions. Inadequate coverage, especially with Police District Office Assistants, may result in sworn officers performing these duties, thereby keeping them off of patrol.

The department has taken the following steps to address these high vacancy levels:

- ✓ Interview applicants regularly
- ✓ Recruit for applicants interested in working 2<sup>nd</sup> and 3<sup>rd</sup> shifts and weekends
- ✓ Streamlined the Personal History Questionnaire

In addition, the MPD is attempting to locate funding to conduct a staffing study to determine how to better utilize support positions in the department.

➤ **“Be A Force” Campaign**

In early August 2009, the MPD, in partnership with advertising agency Cramer-Krasselt, unveiled a “Be A Force” media campaign designed to convey a positive perception of the Police Department and Milwaukee, empower residents to effect positive change, and assist in recruiting efforts. Development of the campaign, more than a year in the making, was done on a pro bono basis, and all media outlets donated the advertising space to this public service effort.

Through television, radio and outdoor advertising space, the Be A Force campaign’s hallmark is that “*in some jobs, success is measured by what doesn’t happen.*” While improved crime statistics are a measure of police success, it is also important that people feel safe in Milwaukee. Thus, the focus on “what doesn’t happen” serves as a counterpoint to the disproportionately negative coverage on crime that oftentimes perpetuates the local media.

➤ **Position Reclassifications**

The following position reclassifications were approved in late 2008 and 2009:

**2009 POSITION RECLASSIFICATIONS**

<b><u>Position Created</u></b>	<b><u>Pay Range</u></b>	<b><u>Position Eliminated</u></b>	<b><u>Pay Range</u></b>
Assistant Chief of Police	16	Deputy Chief of Police	14
Forensic Video Examiner (2)	808	Document Examiner (2)	808
Helpdesk Specialist II (9)	525	Computer Operator II (9)	505

## 2010 CAPITAL IMPROVEMENT PROGRAM

The 2010 Proposed Budget allocates \$4,188,000 in capital funding to 5 separate Police Department projects as discussed below.

➤ **Automatic Fingerprint Identification System**

**\$2,300,000** in funding is provided for replacement and upgrade of components of the AFIS – including matchers, the store and forward module, and the fingerprint taking stations – as well as addition of an archive and retrieval system. The current AFIS hardware is wearing out from use and becoming more difficult to maintain as parts become scarce or are no longer made, while Microsoft is phasing out support of the software that runs AFIS.

Currently, personnel must manually search for individual records on a series of CDs, a slow and potentially non-comprehensive process. In addition, these stored images are copied, leading to degradation of the images versus original documents. A Morpho Archive and Retrieval System is designed to provide fully searchable electronic storage for fingerprints, palm prints, and other identifying characteristics (e.g., tattoos). This will not only transform and significantly upgrade the department's capability to search records for its own use, but also on behalf of other agencies such as the State of Wisconsin and Federal Bureau of Investigation.

➤ **Police Administration Building Remodeling**

**\$1.3 million** is allocated to the Police Administration Building ("PAB"), with funds earmarked for the construction of an external ventilation shaft to allow access for updated mechanical, data, communications, fire protection and other services required to modernize the building. In 2007, DPW evaluated the current interior mechanical shafts and found them to be deteriorating and lacking capacity for modern HVAC and electrical requirements. In addition, asbestos insulation and other material in large sections of the PAB must be abated before extensive HVAC, lighting replacement, or other infrastructure renovation work can be accomplished. Essentially, construction of one of 2 exterior ventilation shafts, along with water pump capacity upgrade and asbestos abatement, have been deemed essential elements prior to any continued remodeling of the PAB.

The PAB was constructed in 1970 and until 2001 had not undergone any major remodeling. In past years, piecemeal work on the overall project has proceeded as funding has allowed. Prior to 2009, this project had received roughly \$10.5 million in capital funding. The 2009 Budget provided an additional \$954,000, which has been earmarked as follows:

### 2009 PAB FUNDING

<i>Item</i>	<i>Cost</i>
Electrical Substation Replacement Supplement	\$283,000
Space Planning Study	200,000
Cooling Tower Replacement	200,000
4 <sup>th</sup> Floor Hazardous Material Removal	171,000
Lower Garage Floor Evaluation & Immediate Repairs	<u>100,000</u>
Total	\$954,000

The department has submitted a request to DPW for assistance in completing the comprehensive space planning study listed above. No additional interior remodeling work will be undertaken until completion of this analysis.



➤ **Evidence Storage Warehouse**

**\$295,000** in additional funding is provided for the continued reconfiguration of the Evidence Storage Warehouse, with monies allocated as detailed. Currently, the building has fire suppression on only the 5<sup>th</sup> (top) floor.

**PROPOSED 2010 EVIDENCE STORAGE WAREHOUSE FUNDING**

<i>Item</i>	<i>Cost</i>
Fire Suppression Floors 1 through 4	\$260,000
Elevator Controls Upgrade	30,000
Security System Upgrade	<u>5,000</u>
Total	\$295,000

Prior to 2010, a total of \$974,000 in capital funding has been directed to this program. The department indicates that to date, \$810,000 of this amount has been expended and/or encumbered. Work performed in 2008 included boiler replacement, an air-handling unit and chiller for the 3<sup>rd</sup> floor, and drain lines on the 2<sup>nd</sup> and 3<sup>rd</sup> floors. The chiller installation was completed in 2009. Fourth and 5<sup>th</sup> floor HVAC design work and contracts were bid out in 2009, with work commencing in late 2009 and continuing into 2010.

➤ **District Station Renovation Program**

**\$180,000** in funding will be used to replace the District 4 stationhouse roof top air conditioning unit. This unit was installed in 1994 and had a 10-year estimated useful life. The department has requested funding for this project in the past. Should the unit not be replaced in the near future, system reliability may suffer and repair costs may escalate.

➤ **Radio and Communications Upgrades Program**

**\$113,000** is earmarked for adherence to a replacement/repair schedule for City radio communications. This equipment is essential to public safety and includes towers, base stations, antennas, and other communication equipment with a useful life ranging from 10 to 25 years.

**PROPOSED 2010 RADIO & COMMUNICATIONS UPGRADES**

<i>Item</i>	<i>Cost</i>
Antenna Systems Replacement	\$ 34,000
24 <sup>th</sup> & Mitchell Tower & Communications Room	19,000
Garden Homes Site Tower – Electrical	9,000
District 5 Antenna System Improvements	9,000
Time Domain Reflectometers	9,000
Additional Page Transmitter – City Hall	9,000
Radio Tower Painting – Various	8,000
Firststar Tower Communications Room	8,000
WPLK Receive Site – 2 <sup>nd</sup> Control Cabinet	4,000
Academy Tower Site Deficiencies	<u>4,000</u>
Total	\$113,000

**GRANTS AND AID**

The Police Department anticipates receiving \$11,833,912 in grantor funding in 2010, a slight reduction from the \$12,012,109 received in 2009. A total of \$2.1 million in required city participation - primarily for salary and fringe benefits costs – is expected in 2010. Only grants anticipated to be awarded in 2010 are reflected in the 2010 grant total. Please note that potential ARRA grants are not included in the 2010 Police Department grant total, as ARRA awards represent one-time funding distinct from the ongoing Grant and Aid program.

### 2010 ANTICIPATED GRANTS

<i>Grant</i>	<i>Grant Amount</i>	<i>City Match</i>	<i>Total</i>
Potential Equipment Grants	\$2,515,000	None	\$2,515,000
High Intensity Drug Trafficking Area	\$876,704	\$1,008,087	\$1,884,791
Milwaukee Brewers Security Agreement	\$1,800,000	None	\$1,800,000
COPS in Schools	\$750,000	\$457,298	\$1,207,298
Potential Overtime Grants	\$1,000,000	None	\$1,000,000
Potential Homeland Security UASI/TEWS Grants	\$920,000	None	\$920,000
Various Law Enforcement Technology Grants	\$600,000	None	\$600,000
Justice Assistance	\$500,000	None	\$500,000
COPS Secure Our Schools	\$500,000	None	\$500,000
Truancy Abatement & Burglary Suppression	\$345,000	\$141,388	\$486,388
Beat Patrol	\$150,000	\$333,357	\$483,357
MPS School Security Program	\$375,000	None	\$375,000
Potential Traffic Safety Grants	\$300,000	None	\$300,000
Transit Security	\$300,000	None	\$300,000
Milwaukee Metropolitan Drug Enforcement	\$179,938	\$96,179	\$276,117
Human Trafficking Task Force	\$136,838	\$68,408	\$205,246
ATF Task Forces	\$139,259	None	\$139,259
Potential Training Grants	\$100,000	None	\$100,000
Homicide Review PSN Gun Violence	\$100,000	None	\$100,000
Weed & Seed	\$87,500	None	\$87,500
Domestic Violence Liaison Project	\$46,451	\$15,329	\$61,780
MPS Overtime – After School	\$60,000	None	\$60,000
DEA Task Force	\$34,815	None	\$34,815
Joint Terrorism Task Force	\$17,407	None	\$17,407
<b>Total</b>	<b>\$11,833,912</b>	<b>\$2,120,046</b>	<b>\$13,953,958</b>

➤ **Grant Funded Positions**

A total of 61 positions are projected to be either wholly or partially supported by grant funding in 2010, an increase of 11 positions from 2009. The 10 School Guards funded with an I-94 N-S Corridor Reconstruction Grant accounts for most of this change. As always, positions are added, expire or are renewed throughout the years as funding is awarded or program needs change.

#### 2010 GRANT FUNDED POSITIONS

<i>Grant</i>	<i>2009</i>	<i>2010</i>
I-94 N-S Corridor Reconstruction	n/a	10
High Intensity Drug Trafficking Area	18	16
Beat Patrol	6	6
Truancy Abatement & Burglary Suppression	6	6
MPS School Security Program	12	12
Milwaukee Metropolitan Drug Enforcement	3	3
Urban Area Security Initiative	1	3
Domestic Violence Liaison Project	1	1
Human Trafficking	n/a	1
Homeland Security Critical Infrastructure	1	1
Homicide Review (UW Medical School)	1	1
Safe Streets Initiative	<u>1</u>	<u>1</u>
<b>Total</b>	<b>50</b>	<b>61</b>

➤ **Grant Compensated Overtime**

\$2.6 million in grant funded overtime is anticipated in 2010, a 43% increase from the \$1.8 million projected for 2009. Per the Police Department, the increase can largely be attributed to the grant overtime budget for the Law Enforcement Security Services Grant Agreement between the Milwaukee Brewers and the City.

## RECENT HISTORICAL HIGHLIGHTS

### ➤ **MPD/MPS School Safety Committee**

In October 2008, the MPD disclosed their intent to conduct an analysis of the relationship between the Milwaukee Public Schools (“MPS”) and the Police Department. This analysis was to be done in collaboration with MPS in the form of a School Safety Committee. It was the stated intent that this Committee would meet aggressively in an effort to develop a comprehensive plan detailing proposed solutions to address deficiencies in current MPD/MPS programs.

The School Safety Committee was formed, a number of meetings occurred, and suggestions were made for improvement. However, with the departure of then MPS Safety Director Vince Flores in January 2009, the Committee went into hiatus.

### ➤ **Reorganization**

A reorganization of the department’s divisions of service became effective September 21, 2008 with General Order Number 2008-41. Essentially, the prior 3-Bureau Structure was modified to a 4-Bureau Structure. While this personnel order realigned the Police Department’s organizational chart, it did not significantly alter the day-to-day duties of department members.

<b><u>PRIOR STRUCTURE</u></b>	<b><u>REVISED STRUCTURE</u></b>
Administration Bureau	Administration Bureau
Patrol Bureau	Neighborhood Policing Bureau
Criminal Investigation Bureau	Criminal Investigation Bureau
	Professional Standards Bureau

### ➤ **Neighborhood Task Force**

The Neighborhood Task Force (“NTF”) was formed in May 2008 to provide a highly visible proactive policing presence in neighborhoods with the greatest amount of crime and disorder. Using tangible crime data and analysis, multi-disciplinary NTF teams are deployed to neighborhood “hotspots” throughout the City of Milwaukee with the intent of suppressing violent crime and maintaining order by providing a visible presence in public spaces. Teams are redirected as soon as analysis and field experience shows a positive impact has been achieved.

The NTF was put together using existing members of the MPD, with sworn personnel coming from various divisions of the Criminal Investigation Bureau and the Patrol Support Division of the Patrol Bureau. No personnel were diverted from District staffing, as a primary goal of the NTF is to compliment and integrate with normal District policing activities.

The NTF includes the following Units: Street Crimes, Tactical Enforcement, Fugitive Apprehension, Motorcycle, Mounted Patrol, Canine and Marine Operations.

### ➤ **Differential Police Response**

Beginning in April 2008, a Differential Police Response (“DPR”) program began, whereby select non-emergency, Priority 3 (“P3”) and Priority 4 (“P4”) calls for service are handled via telephone intervention by limited duty officers. The purpose of the DPR program is to eliminate squad responses to situations which do not require the immediate presence of an officer, thereby allowing squads to remain in assigned areas and continue to engage in proactive policing

activities. The DPR program began in Districts 2, 3, 4, 5 and 7, expanded to District 6 in October 2008 and District 1 in November 2008.

Three officers per district on both the day and early shift are assigned to the DPR program. (On any given day, there are approximately 135 sworn personnel on limited duty.) As of August 25, 2009, 18,542 calls were handled by these DPR officers.

➤ **Pole-Mounted Video Surveillance Cameras**

There are 18 city-owned video surveillance cameras as a result of this 2007 initiative. Eight limited duty officers monitor these cameras over the following shifts: 3 day, 1 early power, 1 early, 1 late power and 2 late shift.

The department indicates because a majority of individuals are not aware of camera placement, the cameras do little to prevent or deter crime. Rather, the primary benefit of the cameras is to serve as an investigative tool for officers.

➤ **Old Third District Station**

Both capital and MPD federal asset forfeiture funds provided monies for the renovation of the Police Department facility located at 4715 West Vliet Street, commonly referred to as the “Old Third District Station” as detailed below. While the original intent of the 2008 capital allocation was as a placeholder for the relocation of the Professional Performance Division, the formation of the Neighborhood Task Force in Spring 2008 shifted priority to funding the placement of the NTF in a stand-alone facility within the community. The NTF moved to the Old Third District Station in March 2009.

**OLD THIRD DISTRICT STATION FUNDING SOURCES**

<b><i>SOURCE</i></b>	<b><i>AMOUNT</i></b>
2008 Capital Improvements Funds (*)	\$ 200,000
2008 Federal Asset Forfeiture Funds	325,000
2009 Capital Improvement Funds	550,000
2009 Federal Asset Forfeiture Funds	450,000
<b>Total</b>	<b>\$1,525,000</b>

The Design & Construction Unit of DPW-Operations segregated the renovation into two phases: Phase I (1<sup>st</sup> Floor) and Phase II (2<sup>nd</sup> Floor). The total of \$525,000 in 2008 funding addressed code and occupational compliance issues to allow for legal occupancy of the 1<sup>st</sup> Floor. Renovation of the 2<sup>nd</sup> Floor, along with upgraded electrical service to the entire building, would be provided by the \$1 million in 2009 funding. The 2009 Budget made the release of the 2009 capital funding contingent on Common Council review and approval of a renovation plan for the building. File #081335 approved this plan, which showed total Phase II project costs of \$977,485.

The department indicates that a construction contract has been awarded for the Phase II work. No additional funding for this project is budgeted or proposed for 2010.

**Note:** The Professional Performance Division is expected to remain housed at the Police Academy.

➤ **Criminal Investigation Video Capture System**

As an indirect result of the Steven Avery decision, the Deputy State Attorney General interpreted the retention period for audio and visual evidence to be 120 days. The 2007 and 2008 Budgets provided a total of \$1,025,000 in funding for a video capture system designed to provide backend digital storage of video evidence. While the department had expressed intent on completing this project in 2009, the extended recruitment of a Police Information Systems Director has pushed project initiation and completion back. The department has recently recommended awarding a contract to MediaSolv for work on this project and expects to have 6 video/audio rooms ready for use prior to year end. To date, a total of \$252,071 - \$52,071 expended and \$200,000 pre-encumbered – has been tied to the project.

➤ **Milwaukee Homicide Review Commission**

Formed in January 2005, the Milwaukee Homicide Review Commission (“MHRC”) was a first-in-the-nation partnership of local, state and federal law enforcement agencies, criminal justice professionals, social agencies, community groups and individual members. By bringing these “silos” of information together, collaborative data can be used to better understand the nature of homicides, strategically target resources to the most at-risk populations and neighborhoods, and develop innovative programs for reducing and preventing homicides and shootings in Milwaukee. The MHRC effectively utilizes a public health approach to violence reduction, which is geared toward prevention, thereby improving the health and safety of all Milwaukee residents.

The MHRC has received two notable recognition awards for its work: A U.S. Department of Justice Project Safe Neighborhoods Award for *Outstanding Service by a Research Partner* and a University of Wisconsin-Madison Population Health Institute Award for *Outstanding Population Health Practice Publication, 2007* for the “Milwaukee Homicide Review Commission, Preliminary Report, May 2007”.

The MHRC is funded entirely through competitive grants. These various grants, issued between 2005 and 2008, required total city participation of \$153,058.

## POLICE BUDGETS – OTHER JURISDICTIONS

Police services in other cities have not been immune to cuts and budget reductions resulting from overall declines in municipal revenues. The following information is taken from a July 24, 2009 LRB memo surveying nationwide city budget actions and a September 22, 2009 report from the Philadelphia Research Institute, funded by the Pew Charitable Trusts:

- **Atlanta:** Police officers were included in a work week reduction, from 40 hours to 36 hours, commencing December 2008 through July 9, 2009.
- **Binghamton:** The police chief has been directed to cut expenses by 10% for fiscal year 2010.
- **Boston:** Cancelled one police recruit class in 2009 and have budgeted no recruit classes for 2010.
- **Phoenix:** Reduced police department overtime expenditures.

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