

COMMUNITY AND PROBLEM-ORIENTED POLICING MEMORANDUM

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To: Milwaukee Board of Fire and Police Commissioners
Milwaukee Police Department Executive Command Staff

From: FPC Deputy Director Jay Pucek
FPC Executive Director Leon Todd

RE: Draft Plan to Implement a Community and Problem-Oriented
Policing Strategy in the Milwaukee Police Department

This memorandum will detail a general outline and recommendations for the Milwaukee Police Department (MPD) to implement and operationalize a community and problem-oriented policing (CPOP) strategy and plan, as envisioned by MPD Standard Operating Procedure (SOP) 003—Community Oriented Policing. The goal is for this document to serve as a broad overview of steps that MPD needs to take and the systems they must create in order to fully and successfully institutionalize this policing strategy. However, this document does not endeavor to answer all implementation questions, or outline all the necessary steps and systems needed to implement CPOP.¹

Community-oriented policing is an amorphous term that has been roundly overused in the American policing world for decades. In a [2009 report](#), the U.S. Department of Justice Office of Community Oriented Policing Services (COPS) set out to provide a clear definition of community-oriented policing. COPS settled on three primary indicators of modern, meaningful, and substantive community-oriented policing: (1) a commitment to problem solving; (2) community engagement, and; (3) organizational adaptation.

Problem-oriented policing is the preeminent policing strategy for implementing a problem-solving approach to police work. It is a data-driven, evidence-based, and analysis-centered approach to community problems that focuses

¹ This draft plan was created in consultation with the Center for Problem-Oriented Policing and relied heavily on materials they created, including the Center's guide on [Implementing POP](#).

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on the ends rather than the means of policing. It involves an expansive view of the police function beyond simple law enforcement, considering police responsibility in addressing the underlying conditions that affect public safety. It also favors preventative and proactive solutions over reactive enforcement of the law as solutions to problems. As a result, it should be viewed as the most central component of any community-oriented policing strategy.

The implementation of problem-oriented policing will be the primary focus of this memorandum for several reasons. First, as noted above, its successful implementation and practice is critical to a meaningful community-oriented policing strategy. Second, of the three primary indicators of community-oriented policing identified by COPS, problem-oriented policing is by far the most challenging to implement correctly. Finally, MPD has already created a foundation for community engagement that can be built upon.

What follows are recommendations necessary for MPD to fully implement a CPOP policing strategy. It is organized by each of the three COPS indicators of a modern community-oriented policing agency.

I. Design, implement, and institutionalize a problem-oriented policing strategy.

a. Hire an outside expert to assist with implementation.

There are several critical steps that MPD must take to fully implement and institutionalize the problem-oriented policing (POP) dimension of CPOP. The most critical first step is hiring an outside academic POP expert with prior experience assisting police agencies with implementing POP. This expert could either be a contracted consultant or an external civilian hire. The expert should have a blend of academic and practitioner expertise in POP. Hiring an outside expert who is specifically dedicated to POP would help to ensure that all critical steps to fully implement POP are taken, that there is an expert available to advise and counsel

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members engaged in problem solving, and also would ensure the continuity of various POP projects in the event of any staff turnover.

In whatever capacity they serve, the POP expert would review this memorandum and make further recommendations regarding steps that need to be taken to implement POP. The expert would then oversee the process of operationalizing the plan and make any needed recommendations for adjustments as needed, keeping the police chief and FPC apprised of developments. They would also train the department's members in POP and the SARA² model of problem solving, ensure that personnel are properly applying the SARA model, review POP projects, and make suggestions on how to address particularly challenging problems. The expert should not have any command authority and should report directly to the Chief of Police.

Bottom line, an outside POP expert with experience designing and implementing a problem-oriented policing strategy is critical to successfully implementing and institutionalizing that strategy in MPD. Truly practicing POP means a significant investment in training employees on how to identify and define problems, how to conduct in-depth analysis of those problems, how to develop thoughtful responses that are not simply reactive and enforcement driven, and how to properly conduct thorough and critical self-assessment to determine if those responses are effective. Additionally, it requires that the police solicit and receive cooperation and collaboration from other government and non-government organizations, and, ideally academic and research institutions. Implementing and operationalizing such a strategy cannot be done in half-measures. As POP is a more advanced form of policing, it requires the specific expertise of someone who has a serious academic investment in, and understanding of, POP and what it takes to make it work in a large police agency.

² As noted in more detail in SOP 003.15(E)(3), the SARA model incorporates the following principles: (1) Scanning; (2) Analysis; (3) Response; and (4) Assessment.

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- b. Adopt a hybrid approach and create a centralized problem-oriented policing unit within MPD.

An agency that is implementing POP needs to consider whether it will take a generalized or specialized approach to problem solving. A generalized approach occurs in agencies where all line staff are trained and fully empowered and expected to practice problem solving, with no specialized units for that process. On the other hand, a specialized approach is when problem solving is conducted only by personnel in a specialized unit within the agency.

A third option is described as a hybrid approach to problem solving and is a mix of the general and specialized approaches. Given MPD's size and current structure, the best course is to utilize these current structures and implement a hybrid, three-tiered approach.

At the top of this structure would be a centralized POP unit, which would need to be created. This central unit should have five to ten police officers or detectives assigned to it, along with a police supervisor. In addition to working on more complicated and city-wide projects, each central unit officer should also serve as a liaison to a specific district or specialty unit to monitor ongoing POP projects and provide technical assistance on those projects.

The unit should also include five to ten crime analysts specially trained in POP, as well as sufficient dedicated clerical staff to manage POP documents and records, schedule meetings, and record meeting minutes. The sworn personnel and crime analysts assigned to the central POP unit should be those that have shown the most aptitude for, and commitment to, POP.

The centralized unit would focus on larger problems that tend to affect the city as a whole, and complex problems that require extra work and expertise that the district community partnership units (CPUs) are not equipped to handle. The central unit would also work closely with the POP expert to oversee the POP training and curriculum, as well as POP implementation department-wide.

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The second tier of this model would be the existing district-level CPUs. These units would be tasked with conducting and managing district-level POP projects. While the CPUs and community-liaison officers (CLO) currently handle POP projects, it is anticipated that the increased training and investment in POP would require adding additional CLOs to each unit. Each district CPU should also have one or two dedicated POP-trained crime analysts assigned to conduct district-level problem identification, analysis and assessment. Again, the CLOs and crime analysts in each CPU should be those that have an aptitude for, and commitment to, POP.

The crime analysts, whether assigned to the central unit or the CPUs, should play a key role in community problem solving. They should have primary responsibility, with collaboration from officers, for analysis of complex problems, as well as the assessment of responses and documentation of the initiative, and they should also play an integral role in developing those responses. POP takes a data-driven and highly scientific approach to solving community problems, and crime analysts are generally well positioned and prepared to do this work.

The third tier encompasses all other police personnel. Every officer, detective and supervisor should be trained in POP, encouraged to identify problems, and authorized to conduct POP projects. While officers should be allowed to conduct lower-level POP projects, they should also be able to seek assistance from the district CPUs or even the central unit if the project they identify requires it. Below, this memorandum details an administrative process for line officers to seek higher-level POP assistance (See § e).

- c. Develop a comprehensive POP curriculum for new recruits in the academy and in field training, as well as for current sworn members and crime analysts.

The need for this is obvious. Without significant training in the principles and methods of POP, MPD cannot expect its personnel to successfully practice it. While problem solving and the SARA model may seem intuitive, to truly practice POP,

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personnel must be fully trained in it. One of the primary reasons why POP fails in an agency is because of its practitioners' lack of understanding of how to thoroughly conduct problem analysis and response assessment. Having a robust training program will help to prevent this failure.

Thankfully, because POP is such a well-established and science-based policing strategy, there are plenty of resources available to develop an MPD-specific curriculum. A model curriculum that could help serve as the academy training, as well as the initial in-service for all current members can be found [here](#). Special curricula also exists for field training in the form of a [trainer manual](#), an [overview and introduction manual](#), a [trainee manual](#), and a [training standard manual](#). Special [POP training for crime analysts](#) is also available. Ultimately, the exact training curriculum for MPD should be developed in close consultation with the POP expert, who would be responsible for teaching it.

Finally, MPD should strongly consider hiring a non-sworn training coordinator to oversee their training curriculum generally. This would be helpful not only for teaching CPOP principles, but also for training generally. Having a dedicated staff member whose work and educational background is in adult learning and teaching would help MPD to modernize their academy, improve training outcomes, and professionalize their staff.

d. Develop necessary forms and a record keeping system for POP projects.

In order to document and track the numerous problem scanning efforts, analyses, responses, and assessments, MPD must develop basic standardized forms and a system for storing and organizing those forms. At a minimum those forms should document:

- (1) the nature of the problem, both as originally defined and redefined, as well as working hypotheses as to the problem's cause;

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- (2) steps taken to analyze the problem, as well as the results of those analyses and determination of cause;
- (3) responses considered and implemented, and;
- (4) details regarding how the response was assessed and what actions were taken subsequent to that.

Each potential project should also include details such as a unique project identification number, dates of opening and closing, the personnel and units responsible for the project, and a summary of the project's status.

MPD will also need to create a supervisory review process such as the central unit reviewing the CPU and officer-level projects, as well as having its supervisor review its own projects. There should be regular meetings to discuss the status of important projects.

- e. Develop a workflow for identifying problems, analyzing them, creating responses, and assessing those responses.

MPD must develop specific workflows for the district CPUs and central unit to determine who and how personnel are scanning for problems, who is analyzing those problems, who is developing and implementing responses, and who is assessing the responses. An authoritarian approach to this workflow should be avoided in favor of one that is decentralized and flexible, while still ensuring that the work gets done.

For example, there should be numerous ways in which a problem can be identified. First, all officers and detectives should be on the lookout for patterns as they go about their duties responding to calls for service and investigating crimes. Supervisors should be inquiring with line staff about patterns that they may have noticed.

Second, sworn members and analysts in the central unit should be tasked with monitoring whether larger trends are apparent through data analysis. Specifically, crime analysts should look for high levels of repeat calls at specific locations, repeat

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incident types, repeat offenders, and repeat victims. Simply put, at a minimum, a crime requires an offender, a victim, and a location in order to occur. An outsized portion of crimes are committed by, against and at a comparably small percentage of offenders, victims and locations. Thus, by regularly monitoring these aspects of the crime data, analysts can identify developing problems that are ripe for POP treatment.

Third, problems can be identified through the community partnerships that MPD creates and maintains with community groups, businesses and other governmental organizations. Many POP problems are identified by developing authentic, trust-based relationships with community, who may see problems before police do – and can contribute localized expertise on potential responses (See § f below).

Regardless of how problems get identified, MPD should create a system for line staff, supervisors, or other community members to submit problems to their district-level CPU. If a line officer is submitting the problem, they could include their initial thoughts on the nature of the problem, a hypothesis as to its cause, and how they would go about analyzing the problem and responding to it. The officer could indicate whether they wish to work on the project themselves, or with the CPU team, or even the central unit. If the officer's rough ideas about the problem show promise, and they have demonstrated an aptitude for POP, it should be presumed that the CPU or central unit would allow the officer to take time away from general patrol duties to help work on their project. If this would create patrol shortages, officers from the central unit or CPU could back-fill into patrol while the line officer is working on the project.

Through this system, line officers would be incentivized to engage in problem solving. Training and empowering line officers to be hands-on with POP offers many benefits, including allowing the department and the public to expect more advanced policing from line officers, and also offering more interesting and impactful day-to-day activities for police.

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However POP project referral gets handled, it should be presumed that the lowest level unit that reasonably could handle the project should be assigned, i.e., line officer, CPU or central unit.

- f. MPD must work to build and foster community partnerships aimed at problem solving.

MPD's community engagement must be bifurcated into engagement efforts related to building police-community trust (see Section II below) and efforts focused on building partnerships for the purpose of community problem solving. While these two efforts to engage the community might seem similar, they need to be separate and distinct programs. Building partnerships to facilitate problem solving will require regularly meeting with neighborhood groups, community organizations, local businesses, and relevant governmental partners for the express purpose of collaboratively identifying problems, receiving community input on those problems and their potential causes, exploring potential responses, identifying the parties responsible for different aspects of the response, and assessing the effectiveness of the responses.

These problem-solving specific partnerships are critical because the various partners and community members often have helpful insights about developing problems, the cause of those problems, and in some cases will be responsible for implementing important aspects of the response to the problem. One of the many advantages of POP is that it recognizes that public safety is an effort for the whole community, and some of the responsibility for improving public safety must be shared with various community partners and agencies.

- g. MPD must identify officers, detectives, supervisors and crime analysts that have problem-solving skills and elevate those individuals to critical roles within the department.

In order to ensure that POP is institutionalized in its culture, MPD must seek to identify crime analysts and sworn members that have a propensity for problem

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solving or a uniquely strong knowledge of POP principles and a history of utilizing those principles to address community problems. Once any such individuals are identified, they must be elevated to the central unit, CPUs, training division, or supervisory roles so that they can foster these skills in subordinates. This will help to engage the department's rewards and incentive systems to encourage practicing POP (See § h below). These systems all need to be aligned to give personnel motivation and incentive to practice POP. This also signals to personnel that POP is a top priority of the department. Members need to understand that in order to be promoted and progress in the department, they must learn, understand, and practice CPOP.

- h. All MPD's rewards and incentive systems must be modified to promote and support quality problem-solving and CPOP.

In order to institutionalize POP, MPD must signal to its members that it is important to meaningfully engage in its practice. A member's understanding of and commitment to quality problem solving should weigh heavily in determining promotions and transfers. The department should also add regular awards for officers that excel at problem solving and for exceptional POP projects. MPD should also incorporate POP into the performance evaluation system. If members know that their performance is being evaluated based on their understanding and practice of POP, they are more likely to take it seriously.

With regard to performance evaluations, they should encompass assessing each member's POP expertise, effort, and effectiveness. It should be noted, however, that unsuccessful POP projects should not be punished, so long as they were good-faith efforts exhibiting a clear understanding of POP principles. As a science-based process, inherent in POP is an understanding that not all problem-solving responses will be immediately successful, and that changing real-world conditions emphasize the importance of continued assessment. Evaluations should also strive to be qualitative and stay away from simply measuring the number of POP projects,

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community meetings attended, partnerships formed, and other means-based assessments.

This is a good example of questions for a qualitative POP performance evaluation:

EXAMPLE OF A PROBLEM-SOLVING PERFORMANCE APPRAISAL

PATROL OFFICER PROBLEM SOLVING

- ★ Does the officer initiate problem-solving activities in his/her neighborhood or beat?
- ★ Does the officer successfully apply problem-solving techniques that provide long-term solutions to the identified problems?
- ★ Is the officer familiar with chronic problems in his/her assigned beat?
- ★ Does the officer routinely review available sources of information to identify chronic problems (e.g., records systems, neighborhood/business/community associations, fellow officers/managers, other agencies, news articles and stories)?
- ★ Does the officer analyze problems sufficiently to improve his/her understanding of them?
- ★ Does the officer compile sufficient documentation related to problems to allow others to understand the problems and the responses to them?
- ★ Does the officer consider a wide range of alternatives for responding to problems before taking action?
- ★ Does the officer keep his/her supervisor apprised of problems and the responses to them?
- ★ Does the officer make use of resources outside the police department in addressing problems?

As part of all new incentive and reward systems, MPD should clearly define what is expected when it comes to CPOP at all levels of the department. The process should be transparent and fair to members.

- i. MPD must review its policies and procedures for areas that need to be modified to include operational aspects of POP.

MPD has numerous operational policies, procedures and instructions to help members conduct their duties. POP is a significant investment in a modern policing strategy and as such requires standard policies and procedures to be modified for it to function properly. While police do not surrender many conventional roles like patrolling public spaces, responding to emergencies and routine calls for service, and investigating crimes, other aspects of how the police department functions will need to change. POP embraces a broader view of the police function beyond simple

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enforcement of the law. A problem is defined as (1) a recurring pattern of incidents; (2) for which police are generally expected to respond; (3) that are causing harm to the community, and; (4) that routine policing is unlikely to control or prevent. Thus, under POP, police are working on a much broader view of public safety which would likely require some changes to SOP. The POP expert can assist with the process of recommending changes to SOP where they are needed.

j. The chief and command staff must promote POP to supervisors and line staff.

Evolving a large police agency from a traditional policing approach to POP can be challenging and is a long-term commitment. Every level of the department must understand POP and its advantages and be committed to them. Supervisors at every level must sell it to their subordinates every day. There are many advantages to POP that can be cited, including:

- Reduces recurring crime and disorder problems more effectively than traditional policing approaches.
- Promotes sustainable, not just short-term, reductions in public-safety problems.
- Allows for more public input into how policing is done and increases community trust.
- Is responsive to serious crime problems and relatively minor nuisances alike.
- Requires more deliberate use of data to understand problems.
- Empowers line-level employees to be more involved in decision-making.
- Engages the resources and expertise of the entire community, not just the police, in addressing public-safety problems.
- Focuses on better control of potential offenders and better protection of potential victims and places.
- Draws upon good practice from other communities that have dealt with similar problems.
- Is more cost-effective than conventional policing approaches.

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- Helps police shift and share responsibility for addressing public safety problems.
- Improves officer morale, and thus retention, by allowing officers to solve problems and see the meaningful difference they are making in the community.

By continuously trumpeting these and other advantages to fully committing to POP, MPD executive leadership can help cement it as a critical aspect of MPD's policing strategy.

- k. The Fire and Police Commission will test entry-level and promotional candidates for their understanding of, and commitment to CPOP.

Part of successfully institutionalizing POP, and by extension, CPOP, is making sure that MPD is promoting members that understand it the best and are most committed to it. First and foremost, this means working with FPC's promotional testing vendor to develop both written and assessment center testing criteria aimed at assessing each promotional candidate's understanding of CPOP principles, their use of them, and their effectiveness with them. This will help ensure that those who rise through the ranks of MPD, and thus are entrusted to lead the next generation of officers, are fully committed to CPOP and teaching its ideals.

FPC will also work with its testing vendor to assess entry-level candidates' understanding of basic CPOP ideals. While these candidates would obviously not be expected to have a detailed and thorough knowledge of community and problem-oriented policing, the tests can be modified to assess a candidate's basic abilities relevant to CPOP, like analytical thinking, psychometric measures of problem-solving skills, commitment to working with the community in a truly collaborative way, and a commitment to procedural justice, transparency and fairness. Additionally, simply asking candidates about their understanding of CPOP principles will signal to candidates at the earliest stages that MPD is firmly committed to CPOP.

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II. Continue to build out and improve community engagement.

a. MPD must strive for true community collaboration.

Community engagement is another important aspect of a CPOP strategy. MPD has done much work in this area over the last several years and much of the infrastructure for a solid community engagement program is already in place. For example, MPD already engages with numerous block watch groups throughout the community, each district regularly holds a crime and safety meeting for residents, and hosts a citizen's academy and a public safety cadet program. MPD should continue to expand this outreach to other community groups and members, even ones that may be suspicious and angry with the police generally and MPD in particular. While it can be difficult to face criticism from members of the public, the trust that is built by professionally and humbly engaging in those conversations is invaluable. In building trust, MPD must keep in mind the tremendous difference in power dynamic between officers and the public, and train and reward employees to exhibit patience and resilience during difficult conversations with community members.

Furthermore, it is worth noting that there is a large difference between community *involvement* and community *collaboration*. Partnerships that are structured for community involvement are narrow in scope and focus on traditional relationships where the police are dominant and define community problems and determine solutions. Community members attend meetings as subjugates and police officials explain to them what is happening in the community and what the police are willing to do about it. This is not a meaningful way to engage the community.

In contrast, community collaboration moves beyond these traditional roles and enables building genuine trust. Police embrace and truly collaborate with the community on problems as equals by acknowledging the inherent power dynamic and incorporating community expertise. The communication is two-way, and partners are invited to contribute to significant decision-making processes, identifying problems that deserve police attention and assessing the effectiveness of police responses to

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those problems. True community collaboration also embraces being fully transparent with the community regarding how the police are investigating incidents, the tactics and tools they are using, and why they are using them.

This difference is highlighted because more than one observer has noted that MPD often tends to engage in community involvement rather than true community collaboration. To take the next step in its community engagement mission, MPD must make significant attempts to move to community collaboration.

b. MPD must encourage officers to make numerous non-enforcement contacts with community members.

One of the weaknesses of MPD's current community engagement plan is that it relies too heavily on utilizing command staff and specialty unit officers like CLOs to perform community engagement functions. So, while community members develop good relationships with those officials, distrust and anger persists as to other patrol officers who are not interacting with the community in these positive ways. This structure also denies other line officers opportunities to develop relationships with community members and learn to create positive engagements through practice. Additionally, police-community engagement events typically draw only a subsection of community members, usually ones that are more favorable to the police and willing to work with them. This indicates a pre-existing level of trust by those community members, meaning they are less in need of trust building exercises with the police.

In order to reach community members that generally are distrustful of the police, and to expose community members to many different police officers, MPD must train and encourage members to make numerous contacts with community members that are not related to enforcement. It is critical to acknowledge the historical context of policing in Milwaukee in working to build and rebuild trust between community members and police. In addition to the above benefits, these contacts help build serious trust between all different kinds of community members

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and officers. This trust has been shown to significantly improve public safety in lots of ways.

The program should incentivize officers to use their discretionary time to make unscheduled contacts to talk and build bonds with various community members all over the city. The training and implementation of this aspect of the plan should be very carefully thought out so that (1) officers have the proper training about the language and approach they should be using; (2) officers understand and support the purpose of these contacts to build community trust with the police, and; (3) officers fully understand that these contacts cannot be used as a ruse to take enforcement actions or conduct investigations.

Prior to implementing any such non-enforcement contacts program, MPD must develop a plan for how, and to what extent, officers will be required to document these contacts, how supervisors will ensure they are being done properly, and how officers will be incentivized to engage in them. While this is likely to be viewed as one of the easier aspects of this plan to implement, due to the potential for abuse, MPD should avoid implementing it until other, more challenging aspects of the plan are implemented and functional.

- c. MPD should assign and stabilize geographic responsibility to specific officers.

One aspect of both community and problem-oriented policing is assigned responsibility for geographic locations. MPD should implement a system for assigning specific officers to specific geographic areas and ensure that those assignments remain stable over time. The advantages to this for both community and problem-oriented policing are numerous. As to community-oriented policing, having an officer assigned to one area over a long period of time allows for that officer to get to know the people and businesses in that area and build meaningful relationships with them. The officer learns intimate details about the comings and goings of that area and is thus better equipped to identify something out of place.

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As for problem-oriented policing, having a stable geographic assignment allows officers to get to know the specific problems of an area and the likely causes of those problems. This helps in the development of effective POP projects.

III. Adapt the organization where feasible.

Finally, much has been written about the organizational structure of traditional, means-focused policing agencies and how they need to adapt in order to foster quality community and problem-oriented policing. Hierarchical and authoritative organizational structures must be replaced with more democratic management styles.

Additionally, leadership and rank structures within an agency must be flattened, with more discretion and authority provided to line-level officers to facilitate those officers' utilizing their intimate knowledge of the neighborhoods to which they are assigned in order to solve the problems therein. To be clear, this recommendation does not mean that MPD would need to completely overhaul their rank structure. Rather, the general recommendation would be for MPD to look for ways to eliminate excess supervisory levels and generally take a more democratic and cooperative approach to supervision. Obviously, in a large organization like MPD, various levels of supervision would still be required.

According to police reform experts, such changes are an essential internal step toward improving external service delivery; the idea being that police officers' treatment of citizens will reflect how they are treated within the police organization. Thus, modern police agencies favor more open, democratic and respectful organizational structures versus closed off, authoritative and dismissive ones. The goal of these organizational changes is to create a flexible, nonbureaucratic organization in which individual officers and supervisors are able to use innovation and creativity to design custom solutions to unique local problems.

Skeptics of police decentralizing often cite concerns about officers not engaging in problem solving and instead haphazardly doing whatever they want with no

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direction. This is absolutely incorrect. CPOP actually increases police accountability in meaningful ways, so long as officers are expected to engage in problem solving and document their efforts. Having strong incentive and rewards systems for quality problem solving also helps hold officers accountable. Finally, by engaging in thorough problem identification, analysis, response and assessment, police will make a meaningful impact to prevent crime and disorder, as opposed to simply responding to its aftermath. Thus, CPOP allows for police to show their work and have the data to prove meaningful outcomes, which leads to greater accountability.

As the implementation of CPOP progresses within the organization, MPD should strive to continually work toward moving away from a hierachal and authoritative command structure and flatten their ranks. It is understood that such large and dramatic changes take time within large organizations with deep-seated cultures. However, the long-term goal should be to slowly move away from these institutions to create sustainable and meaningful change for the betterment of the organization and the community it serves.

IMPLEMENTATION TIMELINE AND NEXT STEPS

This draft plan will first be presented to the Board of Fire and Police Commissioners on January 22, 2026. After consideration by the Board, a one-day stakeholder alignment meeting should be convened to bring together MPD, FPC, relevant City of Milwaukee officials and various community groups and members to discuss and align on the CPOP plan. It is important that these various groups understand and are all generally in support of the plan. At the meeting, the stakeholders should create a workgroup whose function will be to begin the process of hiring the POP expert discussed in Sec. I, § a of this memorandum. The workgroup will determine if the expert will be hired as a consultant or regular city employee, all the minimum qualifications that will be required to apply, and the final selection process. This workgroup would exist until the expert has been hired, at which point the workgroup would disband and the expert would be responsible for completing the implementation of CPOP.

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CONCLUSION

In conclusion, by fully investing in a problem-oriented policing approach, improving methods of community engagement, and working to adapt the organization over time as outlined in this memorandum, MPD will achieve a meaningful and substantive community and problem-oriented policing strategy.