

May 15, 2019

Steering and Rules Committee  
City of Milwaukee Common Council  
City Hall  
200 E. Wells Street  
Room 205  
Milwaukee, WI 53202

To the Members of the Steering and Rules Committee through President Hamilton:

Please accept this letter on behalf of the Crime and Justice Institute (CJI) as part of the City of Milwaukee's Police Department (MPD) and Fire and Police Commission (FPC) implementation update on the ACLU Settlement Agreement (SA). The Crime and Justice Institute is serving as the Consultant to the City of Milwaukee to monitor compliance with the terms of the SA. We regret that we are unable to present to the Committee in person on May 16 but offer the following reflections based upon our participation to date. We submitted a similar communication to the Public Safety and Health Committee on April 5, 2019. This communication contains a few updates.

- The MPD has been working in earnest to achieve and exceed the requirements and expectations of the SA. The MPD began working on the requirements of the SA as soon as it was signed by the parties, which was months in advance of CJI's engagement that started in October 2018 when our contract with the City was executed. When CJI's work got underway, the MPD had already made notable progress in a few areas, namely revisions to SOPs and developing new and revised training.
- We have conducted three site visits to date, have a standing weekly call with several MPD personnel, and have almost daily email communication with the Department. Thus far, we have found MPD personnel who are working on the SA to be actively embracing both the requirements, as well as the intent of the SA and to be open to our suggestions and feedback on their internal processes to work toward compliance.
- The MPD has made notable progress on training as well. The Department began training staff on many of the elements of the SA in January, is currently continuing that training, and expects all staff will have completed the training in June. We observed the training and found it to be responsive to the SA and be of high quality.
- A key component of our role as Consultant to the Settlement Agreement involves data analysis related to traffic stops, field interviews, no-action encounters, and frisks. The MPD is working diligently to deliver the first data extraction. There have been some delays in the receipt of the first quarter of data, and that is not unexpected given the size and complexity of the extraction from several data systems. We believe the MPD is working sincerely to deliver quality data as soon as possible and expect to receive it this month. The data will cover the first quarter of 2019 and will be provided to CJI, the Plaintiffs' counsel, and the Fire and Police Commission.

- We also emphasize that this significant, multi-year initiative is not only a Police Department effort, but a City effort. While the majority of the tasks fall under the MPD's purview, the support and engagement of entities throughout the City are vital to successful reform. In particular, the FPC is an integral part of compliance with the SA. There are great expectations on the FPC Commissioners and FPC staff. Expeditious and citizen-informed decision-making is an important component of keeping the progress and operations of the MPD moving forward. For example, revised SOPs and timely and quality hiring and promotions contribute to the good governance and smooth operations that are essential to achieving the desired reforms. Indeed, making timely and quality promotions helps to ensure that appropriate supervision and oversight are in place. In turn, such promotions increase the need for additional hiring of Departmental personnel. It is imperative that the Commission be operating with a full complement of members, committed to balancing community input with expeditious decision making and working in concert and collaboration with the appointed executive director.
- Lastly, with the announcement that Milwaukee will host the Democratic National Convention (DNC) in July 2020, additional, high demands will be placed upon all City departments, but this will be particularly true for the MPD. The level of security, coordination, and collaboration with countless external stakeholders is something the Department knows how to do and, we believe, does well. In order to meet the needs of the DNC, make progress on compliance with the Settlement Agreement, and continue to do the regular day-to-day duties of policing the City of Milwaukee, the MPD needs to be fully staffed.

CJI understands that full compliance with the requirements of the Settlement Agreement will take time. A full account of progress and challenges confronted during the first year will be included in CJI's first annual report, an initial draft of which is due this summer. This letter serves not as a detailed description of what has and has not been accomplished to date but rather provides highlights of CJI's impressions during our first seven months of engagement in this important and significant effort.

I hope this letter is helpful to your understanding the status of implementation of the ACLU Settlement Agreement. I am happy to discuss further or answer any questions and can be reached at [ccole@crj.org](mailto:ccole@crj.org) or at (617) 482-2520 x2127.

Sincerely,



Christine M. Cole  
Executive Director  
Crime and Justice Institute