



Community and Problem-Oriented Policing Draft Plan

**A Model for Fair and Effective Policing in
Milwaukee**

Traditional Policing vs. CPOP

- ▶ Traditional policing:
 - ▶ Focuses on means
 - ▶ Is reactive
 - ▶ Police function=Primarily law enforcement
- ▶ Community and Problem-Oriented Policing:
 - ▶ Focuses on outcomes
 - ▶ Seeks to prevent crime and disorder
 - ▶ Police function=Working with community to improve public safety

Fully Implementing CPOP Will Help Drive MPD Forward in *Collins*

- ▶ *Collins* settlement agreement contemplates MPD adopting and implementing “community-oriented policing”
- ▶ Starting in 2022 MPD and FPC held a number of listening sessions with the community to help inform a more detailed plan to build on MPD SOP 003—Community-Oriented Policing
- ▶ Common Ground published a report on these listening sessions in May 2024
- ▶ The need for a detailed community-oriented policing plan still exists
- ▶ The new *Collins* consultant, 21st Century Policing, supports the need to adopt a CPOP strategy

Creating a Meaningful CPOP Plan is Challenging

- ▶ Many police agencies have struggled to create meaningful CPOP plans because of the lack of an agreed upon definition
- ▶ DOJ COPS 2009 Report:
 - ▶ A commitment to problem solving
 - ▶ Community engagement
 - ▶ Organizational adaptation
- ▶ Draft CPOP plan made in consultation with the Center for Problem-Oriented Policing to help guide the process

Draft CPOP Plan

- ▶ The memorandum is a working draft
- ▶ Goal was to give recommendations for concrete steps that MPD can take to embrace CPOP
- ▶ While we believe that MPD needs to take all of these steps to fully implement CPOP, the memorandum endeavors to be flexible and allow for discretion in implementation
- ▶ Focuses heavily on building POP because it is the most critical aspect of CPOP, most difficult to do, and in need of the most work

Draft CPOP Plan Overview

- ▶ The draft plan makes three broad recommendations:
 - ▶ MPD should design, implement, and institutionalize problem-oriented policing
 - ▶ MPD should continue to build out and improve community engagement
 - ▶ MPD should adapt the organization where feasible

MPD Should Design, Implement, and Institutionalize Problem-Oriented Policing

- ▶ Hire an outside expert with academic and practitioner experience with POP
- ▶ Use a hybrid approach to problem solving and create a central POP unit
- ▶ Develop a curriculum to teach POP to new and existing employees
- ▶ Develop forms and records systems for POP projects
- ▶ Develop a problem-solving workflow

Implement POP-continued

- ▶ Build and foster community partnerships for problem solving
- ▶ Identify and elevate employees that excel at problem solving
- ▶ Modify rewards and incentive systems to promote problem solving
- ▶ Modify departmental policies and procedures as needed
- ▶ Department leadership must promote POP to all employees
- ▶ FPC must modify entry-level and promotional testing to assess problem-solving skills, commitment to POP

MPD Should Continue to Build Out and Improve Community Engagement

- ▶ Practice community collaboration
- ▶ Encourage officers to make non-enforcement contacts with community members
- ▶ Assign and stabilize geographic responsibility to specific officers

MPD Should Adapt their Organization

- ▶ Move to a more democratic leadership style
- ▶ Flatten the rank structure
- ▶ Create a flexible, nonbureaucratic organization that empowers line staff to identify problems and create unique solutions to those problems

Proposed Timeline and Next Steps

- ▶ Hold a one-day stakeholder alignment meeting to allow MPD, FPC, the community, and other city officials to discuss and align on a CPOP plan
- ▶ Create a workgroup to begin the process of hiring the POP expert
- ▶ Once the expert is hired, that person can continue the process of fully implementing CPOP



Questions?