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Honorable Common Council Members

Milwaukee City Hall
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Over the course of the past several months there have been numerous lengthy and passionate public and private conversations, meetings and hearings as it relates to the acceptance of the \$9.7 million 2020 COPS Hiring Grant. The Milwaukee Police Department understands and appreciates that the nature of these conversations has focused largely on the context of police reform. We also understand the scope of the debate extends far beyond adding 30 new police officers and write this letter to address some of these issues. Given the unknown future of our next Chief of Police and the long-term commitments discussed below, this letter is signed by the entire Executive Command Staff of the Milwaukee Police Department.

We undoubtedly agree that there is, and always will be, an opportunity to improve the Milwaukee Police Department, particularly in the area of police reform. We feel it is important to document the positive progress our agency has made over the past six months. Many of the reforms are the result of dialogue with and proposals from the Common Council. These efforts include:

- Working collaboratively with the community to root out the underlying concerns and obtain actionable feedback.
- Documenting our de-escalation tactics in our Use of Force Standard Operating Procedure.
- Explicitly banning chokeholds, except in life-preserving measures.
- Prohibiting shooting into vehicles, except in life-preserving measures.
- Formally banning the use of Oleoresin Capsicum (OC spray) for peaceful demonstrations.
- Requiring officers to render medical attention if someone asserts "I can't breathe" or a similar statement.
- Mandating a use of force report whenever an officer points a firearm at a person.

- Working in partnership with the Community Collaborative Commission to develop a Community Oriented Policing Standard Operating Procedure.
- Explicitly committing to resolving conflict through the use of professional communication skills, crisis intervention and de-escalation tactics when feasible.
- Increasing the accountability of our members as it relates to compliance with the *Collins* agreement.

Cumulatively, the Milwaukee Police Department can now proudly claim that it is in compliance with the “8 Can’t Wait” campaign. We truly believe we are a better police department as a result of these reforms, some of which were long overdue.

We would also like to highlight the realities we are facing as a police department. Contemporaneous with the calls for reform, there has never been a greater demand for police services. Over the last year, we have experienced a 3% increase in the calls for police service, while addressing a nearly 100% increase in homicide rate and 70% increase in non-fatal shootings. The impact on response times has also been significant, particularly with lower priority calls. Since last year, there has been a 13% increase in priority 3 response times and a 26% increase in priority 4 response times.

We are also writing to formally reiterate that the Milwaukee Police Department unequivocally aspires to accomplish the seven items highlighted in substitute File #200676 (“Substitute resolution relative to acceptance and funding of a 2020 COPS Hiring Program Grant.”). We appreciate these items are a reflection of community demands and agree in principal to work with the Common Council to accomplish these goals. Specifically:

- **We will continue to work toward “rightsizing” the police department.** Internally, we will continue to incorporate a performance-based approach for producing measurements for police staffing and allocations. This includes:
 1. Our support of efforts called upon by the recommendations included in the 2009 Office of Community Oriented Policing Services - University of Michigan report, “A Performance-Based Approach to Police Staffing and Allocations,” which included data from the Milwaukee Police Department.
 2. Our strong backing of a civilian-sworn patrol resource analysis of MPD, similar in nature to the 2007 Patrol Resource Analysis conducted by Matrix Consulting Group. We look forward to working cooperatively with the Department of Administration to complete this study.
- **We remain committed to improving police response times.** One of the key challenges to reductions in sworn staff is the ability to promptly respond to calls for service, particularly lower priority calls. Nevertheless, we remain committed to finding ways to reduce response times and will do so by utilizing technology to improve efficiencies,

actively assisting the transition of our Technical Communications Division to a new city department and working collaboratively to reevaluate the types of calls that can be outsourced to other entities. This includes our ongoing partnership with the Office of Violence Prevention to proactively employ strategies intended to reduce crime from happening. The additional strength afforded by this grant will assist MPD with this overall goal.

- **We will expedite implementation of previously-authorized technology integration systems.** We appreciate that technology operates as a force multiplier to improve efficiencies, productivity and community engagement. We are committed to expediting the implementation of technologies, such as Project Greenlight, to reduce the strain on sworn and civilian personnel from budget constraints.
- **We remain committed to participating in the Promise Zones.** But for COVID-19, the Milwaukee Police Department would have continued our ongoing commitment to Promise Zones deployment in 2020. We look forward to returning to this successful form of community engagement and crime prevention.
- **We are committed to community oriented policing strategies.** In collaboration with the Community Collaborative Commission, we have developed a forthcoming Community Oriented Policing Standard Operating Procedure. We look forward to publicly demonstrating our commitment to building and maintaining relationships with community members and groups, and to collaborate with the community to address public safety issues and identify solutions to neighborhood problems.
- **We will continue to prioritize traffic enforcement.** In 2020, the City of Milwaukee experienced a phenomenon of less crashes but more fatalities, suggesting that our reckless driving has become even more dangerous. We are committed to working with the community and our system partners to augment our efforts and improve reckless driving enforcement with the resources we are afforded. For example, this past fall we conducted reckless driving enforcement paid by a recently created special purpose account funded by the sale of traffic reports previously sold by the state.
- **We welcome public updates.** We are happy to report on this grant under the timeline established in substitute resolution 200676, or as the Council deems necessary.

Ultimately, acceptance of this grant provides staffing to support these goals in light of recent budget cuts. The new recruits that would be hired as part of this grant, many of whom are Police Aides and city residents, would provide much needed diversity. Also, a condition of the grant is participation in a federal task force to help address violent crime.

Finally, we continue to extend our invitation to participate in a ride-along or meeting directly with the executive command staff at your convenience. We value constructive collaboration and hope to improve the city through positive partnership.

Regards,



Acting Chief Jeffrey B. Norman



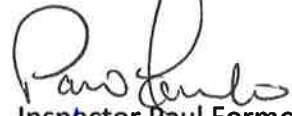
Inspector Shunta Boston-Smith



Inspector Willie Murphy



Chief of Staff Nick DeSiato



Inspector Paul Formolo



Inspector Nicole Waldner