



Legislation Details (With Text)

**File #:** 201121      **Version:** 1  
**Type:** Resolution      **Status:** Placed On File  
**File created:** 11/24/2020      **In control:** COMMON COUNCIL  
**On agenda:**      **Final action:** 5/4/2021  
**Effective date:**

**Title:** Substitute resolution relating to the conditions under which the Milwaukee Police Department may accept and expend funds under the Community Oriented Policing Services grant from the United States Department of Justice.

**Sponsors:** ALD. HAMILTON, ALD. LEWIS

**Indexes:** GRANTS, POLICE DEPARTMENT

**Attachments:** 1. A Performance-Based Approach to Police Staffing and Allocation.pdf

Date	Ver.	Action By	Action	Result	Tally
11/24/2020	0	COMMON COUNCIL	ASSIGNED TO		
12/8/2020	0	PUBLIC SAFETY AND HEALTH COMMITTEE	HELD TO CALL OF THE CHAIR	Pass	5:0
12/14/2020	0	PUBLIC SAFETY AND HEALTH COMMITTEE	RECOMMENDED FOR ADOPTION	Pass	5:0
12/15/2020	0	COMMON COUNCIL	REFERRED TO	Pass	15:0
4/22/2021	1	PUBLIC SAFETY AND HEALTH COMMITTEE	RECOMMENDED FOR PLACING ON FILE	Pass	5:0
5/4/2021	1	COMMON COUNCIL	PLACED ON FILE	Pass	15:0

201121  
SUBSTITUTE 1  
200676  
ALD. HAMILTON AND LEWIS

Substitute resolution relating to the conditions under which the Milwaukee Police Department may accept and expend funds under the Community Oriented Policing Services grant from the United States Department of Justice.

This resolution establishes that the receipt and expenditure of the 2020 COPS Hiring Program Grant shall be conditioned on the Police Department adopting the following strategies and measurable goals:

1. Adopting a performance-based approach for producing measurements for police staffing and allocations guided by the framework and recommendations included in the Office of Community Oriented Policing Services - University of Michigan report, "A Performance-Based Approach to Police Staffing and Allocations".
2. Improving police response times, particularly responses to lower priority calls, compared to average response times at 2020 year-end.
3. Cooperating with the Department of Administration, who will conduct a civilian-sworn patrol resource analysis of the Police Department, similar in nature to the 2007 Patrol Resource Analysis conducted by Matrix Consulting Group.

4. Expediting implementation of previously-authorized technology integration systems, and in particular implementing Project Greenlight, as a means of leveraging technology resources to reduce strain on sworn and civilian personnel from budget constraints.
5. Taking a proactive approach to crime reduction by focusing on Milwaukee Promise Zone resources and institutions. This shall include enhanced police participation in activities and organizations associated with Promise Zones, and an increase in the physical presence of experienced police officers within the boundaries of Promise Zones, both as a means of deterring crime and for increasing officer familiarity with Promise Zone neighborhoods and community issues.
6. Leading a community engagement process for implementing the forthcoming Community Oriented Policing Standard Operating Procedure. The intention is to demonstrate a 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.
7. Preparing a plan for allocating additional personnel and resources, made available through acceptance of the 2020 COPS Hiring Program grant, to traffic enforcement.

Whereas, The City of Milwaukee appears to be eligible for grant funds from the U.S. Department of Justice, Office of Community Oriented Policing Services (2020 COPS Hiring Program Grant); and

Whereas, Common Council File Number 200676, "Substitute resolution relative to acceptance and funding of a 2020 COPS Hiring Program Grant", if adopted, authorizes the Police Department to accept and expend the COPS Hiring Program grant; and

Whereas, The Milwaukee Police Department has indicated that the grant, which has a value of \$9,712,096 over three years, will be used to hire 30 new officers; and

Whereas, Award of this grant notwithstanding, the number of funded sworn positions in the Police Department is being reduced by 120 in 2021, and may be further reduced through attrition in future years as a consequence of years of escalating public safety costs versus the City's budget constraints; and

Whereas, The Office of Community Oriented Policing Services (COPS) provides guidance to law enforcement agencies to adequately assess the demand for police services and alternative ways of meeting that demand; and

Whereas, According to a COPS-funded University of Michigan report, "A Performance-Based Approach to Police Staffing and Allocation", a workload-based assessment of patrol staffing, developed in conjunction with established performance-based objectives, provides a more efficient and reliable indication of patrol staffing needs; and

Whereas, The report also suggests that police departments can more effectively manage the demand for police services with alternative means of managing non-emergency calls for service, different mechanisms for citizens to report crimes and traffic accidents, and by using non-sworn personnel like Community Service Officers to handle calls; and

Whereas, The report notes that when assessing a police department's workforce demand, community policing can increase demand by requiring officers to devote considerable time and effort, and to develop specialized skills, to building community capacity and solving problems, and that the

structure of the organization influences how community policing work is differentiated and managed within the department; and

Whereas, The Police Department is in the process of adopting a new Standard Operating Procedure governing the department's Community Oriented Policing strategy and activities; and

Whereas, The report provides a framework for a performance-based approach that could be used by the Police Department to more accurately and efficiently assess staffing and resource allocation, with the goal of identifying and reducing inefficient staffing practices, managing the demand for police services, and providing greater capacity for officer community policing activities; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that the receipt and expenditure of the 2020 COPS Hiring Program Grant shall be conditioned on the Police Department adopting the following strategies and measurable goals:

1. Adopting a performance-based approach for producing measurements for police staffing and allocations guided by the framework and recommendations included in the Office of Community Oriented Policing Services - University of Michigan report, "A Performance-Based Approach to Police Staffing and Allocations".
2. Improving police response times, particularly responses to lower priority calls, compared to average response times at 2020 year-end.
3. Cooperating with the Department of Administration, who will conduct a civilian-sworn patrol resource analysis of the Police Department, similar in nature to the 2007 Patrol Resource Analysis conducted by Matrix Consulting Group.
4. Expediting implementation of previously-authorized technology integration systems, and in particular implementing Project Greenlight, as a means of leveraging technology resources to reduce strain on sworn and civilian personnel from budget constraints.
5. Taking a proactive approach to crime reduction by focusing on Milwaukee Promise Zone resources and institutions. This shall include enhanced police participation in activities and organizations associated with Promise Zones, and an increase in the physical presence of experienced police officers within the boundaries of Promise Zones, both as a means of deterring crime and for increasing officer familiarity with Promise Zone neighborhoods and community issues.
6. Leading a community engagement process for implementing the forthcoming Community Oriented Policing Standard Operating Procedure. The intention is to demonstrate a 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.
7. Preparing a plan for allocating additional personnel and resources, made available through acceptance of the 2020 CHP grant, to traffic enforcement.

; and, be it

Further Resolved, That the Police Department shall report measurable progress in preparing and implementing the aforementioned plans and strategies to the Common Council within 90 days, and every 6 months thereafter for the term of the 2020 COPS CHP grant; and, be it

Further Resolved, That the Department of Administration shall conduct a civilian-sworn patrol resource analysis of the Police Department, similar in nature to the 2007 Patrol Resource Analysis

conducted by Matrix Consulting Group; and, be it

Further Resolved, That the Department of Administration shall provide periodic updates to the Common Council on the execution of the patrol resource analysis.

Dana J. Zelazny  
LRB176445-1  
December 11, 2020