

# MILWAUKEE POLICE DEPARTMENT

**Chief  
Edward A. Flynn's  
10 Year  
Retrospective**

**2008-2018**



### **Message from the Chief: Ten Year Retrospective**

As I typed the heading, I found it hard to believe that ten years had passed since I first took the oath of office as Milwaukee's eighteenth police chief. Of the seventy-nine American and Canadian members of the Major Cities Chiefs Association, only three have longer tenures as chief of their departments. I have become the fifth longest-serving chief in the MPD's one hundred and sixty-two year history and the first, since the institution of terms of office, to be reappointed.

I became a police officer nearly forty-seven years ago. I have served as a police chief executive for thirty of those years. Becoming Chief in Milwaukee was the fulfillment of a career dream. I promised the residents of this city when I was first sworn in that, "I will not let you down." I have done my professional best to fulfill that promise. The purpose of this report is to document my tenure. These years have been characterized by dramatic changes to the Milwaukee Police Department. Here, for the first time, they are presented in one place. This is an attempt to create an historical record of those changes.

This document is not meant to be a history of the Milwaukee Police Department during these ten years. Major incidents are presented that represent the work of the MPD or that resulted in operational and training improvements. But primarily it focuses on the implementation, management, and institutionalization of organizational change.

Change is hard, no matter how necessary or desired. Over five hundred years ago, the original political scientist, Niccolo Machiavelli observed, “It must be considered that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to institute a new order of things. For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order. Thus it arises that on every opportunity for attacking the reformer, his opponents do so with the zeal of partisans, the others only defend him half-heartedly, so that between them he runs great danger.”

Ironically, in my experience, demands for change, and the ensuing reforms, often, years later, result in demands for reforms of the reforms. Yesterday’s innovation becomes today’s status-quo, it seems, as the political environment is ever-changing.

But the important point is this: the Milwaukee Police Department has achieved a level of excellence acknowledged by federal agencies, academic partners and peer agencies documented by the numerous awards and recognition it has received. It has had a dramatic impact on crime while retaining broad grassroots support. Citizen complaints and uses of force are at all-time lows. By any objective standard, it is a model agency.

I have been privileged to be the leader of this fine agency and proud of my role in its evolution. But the credit for all of its accomplishments belong to its members, officers and civilians, who have made everything possible, who have had great ideas, who have developed the operational plans, who have adjusted, who have taken the physical risks and who have connected with communities in every part of the city. The men and women of the Milwaukee Police Department deserve the respect and support of those they protect and serve because they have earned it. This city should be proud of its sons and daughters and proud that it raised men and women noble in spirit animated by a desire to serve. It is to them I dedicate this record and to them I extend my profound gratitude and admiration.

Edward A. Flynn

Chief of Police

# MILWAUKEE POLICE DEPARTMENT

## VISION

A Milwaukee where all can live safely and without fear, protected by a police department with the highest ethical and professional standards.

## MISSION

In partnership with the community, we will create and maintain neighborhoods capable of sustaining civic life. We commit to reducing the levels of crime, fear, and disorder through community-based, problem-oriented, and data-driven policing.





## FIRST TERM – (2008-2012)

### OATH OF OFFICE EXCERPTS – JANUARY 7, 2008

*Our measure of success will not be the number arrests. Our measure of success will not be the number of traffic citations issues. Our measure of success will not be our response time to non-emergency calls. Our measures of success will be the reduction of crime, fear and disorder in Milwaukee...*

*To accomplish our mission, we will embrace a community-based, problem-oriented, data-driven policing strategy that emphasizes beat integrity, geographic accountability, the use of problem-solving techniques and a reliance on data to identify threats, measure the results of our interventions, and to hold ourselves accountable; to each other and to our community. We will focus on the Districts. It is there that the many communities that make up Milwaukee are located. It is there that the unique needs and priorities of our communities must be handled...*

*To the command staff and supervisory officers of the Milwaukee Police Department, I commit myself to empowering you and developing your potential as leaders. I foster an environment in which responsible risk-taking on behalf of the public good is encouraged and supported. I believe firmly that the police department does not exist to avoid mistakes; it exists to accomplish something important. Officers need to know how they are doing, they need to know willful incompetence will not be ignored, good work will be recognized, and honest mistakes will be dealt with differently than misconduct...*

*To the officers of the Milwaukee Police Department, I commit myself to do all that I can to see that you are properly trained, equipped, supervised and supported. I believe in you. I pledge to you to foster an environment worthy of the idealism that brought you to us. If this department can successfully draw on your energy, your commitment, and your ideas, we will accomplish great things. I pledge to you that we will create an environment where you feel like you matter. You are as responsible for the morale and reputation of this department as I am. You must be the custodians of the honor of policing. I not only expect you to refrain from misconduct, I expect you to prevent it. Too often, we in the police are defined by our worst examples, not our best. Every act of misconduct undermines respect for everyone who wears a badge and for the rule of law...*

*To the community, I promise an open, accountable, accessible police department responsive to your concerns. I hope someday that all of our communities will be willing to suspend judgment when there is a critical incident until all the facts are in. But I recognize that we are not there yet. This police department and all its communities have a history and that history has not always been positive. We will work to learn from that history and not be held hostage to it. We will work to earn your trust. Reducing crime, fear, and disorder in your neighborhood while treating you with dignity and respect will be our down payment on earning that trust...*

*What I expect in return is for every neighborhood to understand that public safety is not a spectator sport. Safe neighborhoods are the result of people and their police working together to create communities capable of sustaining civic life. We have a mutual obligation to do our respective parts. Too many inevitable homicides are termed tragedies when, in fact, they were inevitabilities; the inevitable result of immature bad choices and disengaged parenting...*

*It is said that, "it takes a village to raise a child." Well, our villages are failing. I believe an effective police department can help "raise villages" but only those who live in that "village," that neighborhood, can raise that child. To all of you who, every day, try to do just that, we will do all we can to make their streets safe for them...*

*I am in a new political environment. But I want all of those who operate in that environment to know that I assume good will. I will be an advocate for the needs of the department. But I know we do not function in a vacuum. I know many worthy services find themselves competing for scarce resources. I pledge that I will manage the resources provided by you to the department prudently.*

Edward A. Flynn  
Chief of Police  
City of Milwaukee



## VALUES-BASED SYSTEM

Chief Flynn replaced a rules-based discipline system with a values-based system, composed of a **Vision** and **Mission** statement, **Core Values**, **Guiding Principles**, and **Standard Operating Procedures**.

**Vision** – A Milwaukee where all can live safely and without fear, protected by a police department with the highest ethical and professional standards.

**Mission** – In partnership with the community, we will create and maintain neighborhoods capable of sustaining civic life. We commit to reducing the levels of crime, fear, and disorder through community-based, problem-oriented, and data-driven policing.



The **Code of Conduct** establishes fundamental standards of conduct and performance consistent with the highest professional standards of policing, both on-and off-duty. **Standard Operating Procedures** guide department members on the standards of practice for situations they are most likely to encounter during the course of their duties.

The Code of Conduct helps ensure that when members confront situations that are so unique that no policy or procedure can guide them, their decisions and interventions must always be consistent with the core values and guiding principles of the MPD.

Any violation of the Core Values and Guiding Principles may result in a criminal or internal investigation. Discipline is based on multiple factors: Employee Motivation, Degree of Harm, Employee Experience, Intentional and Unintentional Errors, and Employee's History.

There are **six Core Values and Guiding Principles** listed in the Milwaukee Police Department's (MPD) Code of Conduct:

### Competence

We are prudent stewards of the public's grant of authority and resources. We are accountable for the quality of our performance and the standards of our conduct. We are exemplary leaders and exemplary followers.

### Courage

We place the safety of others before our own and accept our moral responsibility to take action against injustice and wrongdoing. Police members are expected to take prudent risks on behalf of the public.

### Integrity

We recognize the complexity of police work and exercise discretion in ways that are beyond reproach and worthy of public trust. Honesty and truthfulness are fundamental elements of integrity. It is our duty to earn public trust through consistent words and actions. We are honest in word and deed.

### Leadership

We seek to influence human behavior to achieve organizational goals that serve the public while developing individuals, teams and the organization for future service. We accept our responsibility to be leaders, both within the community and among our peers, and for the actions of our colleagues and ourselves. We are all responsible for the performance, reputation and morale of the department.

### Respect

We hold life in the highest regard. We treat all citizens and colleagues with dignity and respect, and are fair and impartial as we perform our duties.

### Restraint

We use the minimum force and authority necessary to accomplish a proper police purpose. We demonstrate self-discipline, even when no one is listening or watching.

## COMMUNITY-BASED, PROBLEM-ORIENTED POLICING

Community Oriented Policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. The Milwaukee Police Department's goal is to embed the notion of community-building in policing so that it is not just responding to calls for service and following up with investigations, but rather **partnering** with communities, engaging in **preventative** activities, and using **problem solving**.

Through its partnerships, MPD is able to constantly refine its best practices, be more effective, and depend on partners as liaisons to the communities. Strong partnerships with the community can be operationalized in times of crisis as well as everyday interactions.

Some of the most critical relationships are developed at the resident, block, and neighborhood level. The District Captains and their respective staff attend and coordinate many meetings and events where the police and community develop strong and lasting relationships by working together to solve neighborhood issues and meaningful community-based projects. These meetings and events, including National Nights Out, holiday parties and meals, district open houses, and resource fairs, help to increase the credibility and legitimacy of the police within the community.



Community-based approaches to policing result in better crime fighting through a focus on neighborhood geography, steady “beat” assignments, and organic interaction between regularly assigned officers and residents in ways in which the voice of the neighborhood is heard and informs daily work.

MPD employs the following **community-policing programmatic building blocks** in support of MPD's mission. These address the reality of extraordinary call loads on officers and the need to balance and prioritize community policing strategies.

- **Police district boundaries** reflect historic neighborhood boundaries instead of being based on equalizing calls for service.
- Each police district has its **own radio channel**.
- Police officers are **assigned to steady beats** within districts, which allows officers to establish relationships with community members and business owners.

- **Civic engagement** is conferred to the District Captains who deploy police resources to create safe public spaces and engage in problem solving activities. District Captains develop and support block watches and neighborhood associations and ensure members meet with the groups regularly.
- **Community Liaison Officers** are assigned to each district.
- **Foot beats and bicycle beats** are prioritized. In 2016, there were 136 bicycles deployed, a 58% increase from 2007.
- **Specialty units** are utilized to address crisis situations and to provide non-traditional outreach.
- **Grant funding** is aggressively pursued to provide additional funding for community-based opportunities with residents in neighborhoods.
- **Community- and faith-based partnerships** are continually pursued and developed.
- **Community Prosecution Units** are located at every district.



## 1<sup>ST</sup> TERM: HIGHLIGHTS

### Introducing a Culture of Change

To introduce the idea that “change was coming” to the Milwaukee Police Department, at the beginning of Chief Flynn’s first term he challenged all seven District Captains to seek “quick wins” in their areas of responsibility. These would be codified by the Captains in collaboration with community groups. The Captains were tasked with convening community meetings to announce the goals of their initiative and to report back to the community six weeks later. This created a sense of urgency and excitement within the MPD and the community, and resulted in several successful fear-reduction, crime-reduction, and problem solving initiatives. To accompany the movement towards organizational change and development, Chief Flynn sought employee input on comfort issues related to the police uniform. This resulted in several changes such as allowing baseball caps, knit caps, and the authorization of new uniforms with water-repellant fabric. Further, motorcycles and squads were painted black and white with new graphics incorporating the historic MPD badge. The goal was to demonstrate that change was coming and to create visible signs of change that all could see, and take ownership of, to accompany the implementation of other organizational changes to come.



### Greater Milwaukee Committee – Technology Innovation

Following Chief Flynn’s appointment to MPD, he addressed the Greater Milwaukee Committee and requested the Committee’s pro bono assistance in assessing, evaluating, and enhancing MPD’s technology to produce timely and accurate police data. The Greater Milwaukee Committee answered the call and its members provided technological assistance to enhance the department’s data-driven vision.

### CompStat

CompStat is based on 4 pillars: collection and analysis of crime data; development of strategy to address a problem; rapid deployment of resources; and follow up and accountability. In 2008, the MPD implemented CompStat and it has evolved significantly in terms of technology, data collection, and crime analysis. Since 2008, MPD has hosted 374 CompStat presentations and has hosted elected officials, external criminal justice and research partners, and community members.

### Crime Analyst Program

MPD hired its first official crime analyst in 2008, and currently has 14 crime analysts and two crime and intelligence managers who work within the Office of Management, Analysis, and Planning (OMAP) and the Intelligence Fusion Center (IFC). Analysts are responsible for administrative, strategic, and tactical analysis for the Department. Crime analysts work alongside sworn members and local, regional, and national criminal justice partners on such MPD initiatives as the Public Safety Partnership (PSP), Crime Gun Intelligence Center (CGIC), ShotSpotter (SST), National Integrated Ballistic Information Network (NIBIN), and Network of Criminals (NOC), many of which are considered models for other agencies throughout the United States. The technology utilized by crime analysts has been drastically enhanced since 2008.

## Office of Management, Analysis, and Planning (OMAP)



Established in 2009, OMAP is responsible for policy analysis and development; research; grant administration; strategic and administrative analysis; performance measures/CompStat; the Licensing Unit; and the Budget and Finance division. OMAP is part of the Office of the Chief and serves as the "think tank" of the agency serving both internal executives and outside entities including the Mayor's Office, Common Council, community organizations, academic researchers, local businesses, members of the public, other police departments and governmental agencies.

## Neighborhood Task Force (NTF)

The Neighborhood Task Force (NTF) became operational as a centralized unit to target established hot spots susceptible to violent crime and concentrated areas of crime and disorder, as well as geographical areas with the potential for generating violent crime and disorder. NTF's mission is to provide a highly visible, proactive, multi-disciplinary policing presence in hot spot locations aimed at driving down street level crime and disorder. The NTF originated from the formation of combined MPD units, including the Canine Unit, Fugitive Apprehension Unit, Marine Operations Unit, Motorcycle Unit, Mounted Patrol Unit, Street Crimes Unit, and the Tactical Enforcement Unit. NTF general responsibilities include crime suppression, fugitive apprehension, gang interdiction, street level drug dealing and prostitution, traffic enforcement, and providing district level assistance with directed patrol missions and safe street initiatives, wherein additional police resources are required to address crime and disorder. In 2009, Chief Flynn rededicated the former District 3 police station at 4715 W. Vliet Street to house the NTF headquarters after the station had been out of service for several years.

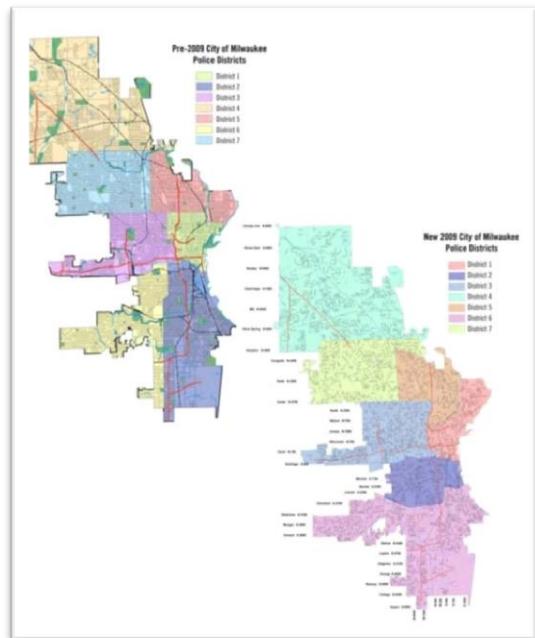


## Leadership in Police Organizations (LPO)

In 2008, the MPD began offering the Leadership in Police Organizations (LPO) course to department members. The program was developed by the International Association of Chiefs of Police (IACP) as a comprehensive leadership development model that recognizes that a police organization can no longer rely on a single leader or a small group of leaders. In order to develop new leaders, law enforcement executives must first create a culture in their organization that is supportive of dispersed leadership. MPD department members teach the model to law enforcement officials across the country and consult with IACP to continuously assess, evaluate, and improve the national LPO model. MPD has facilitated LPO courses for three delegations of the Iraqi Police Education Program, India, the National Police Service, Mexico, Egypt, Iraq, and Kurdistan. The Norfolk Police Department, Michigan State Police, and the Chicago Police Department also attended a Senior Management Summit hosted by MPD.

## Redistricting

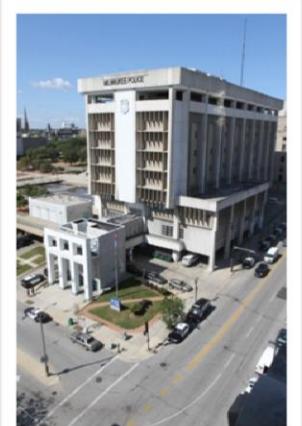
As in many policing agencies, existing police district lines in Milwaukee were drawn to equally distribute calls for service, rather than crime, as crime is not randomly distributed in any city. Chief Flynn's 2009 redistricting effort was designed to re-draw police district lines to follow historic neighborhood lines and crime patterns more closely. The new boundaries were established to reduce the need for officers to leave their squad areas and to maintain more efficient and effective staffing throughout the city. As a result of redistricting, officers have more time to dedicate to their specific squad area and have greater opportunity to acquaint themselves with the community and help solve problems at the grass roots level. By using historic neighborhood boundaries that already existed as the organizing principle, MPD could be more responsive to the specific needs of all of the City's neighborhoods. Re-drawing district boundary lines that coincide with neighborhoods also minimized the number of bifurcated jurisdictions for crime reporting, community policing endeavors, and increased neighborhood cohesion in communities challenged with violence. MPD's redistricting maximized the effectiveness of personnel deployments and resource allocation for the communities it serves.



## Differential Police Response (DPR)

Created in 2008 and subsequently expanded city-wide, the DPR program was created to reduce squad responses to situations not requiring the immediate presence of a police officer, thereby helping to ensure police officers were available for critical incidents and calls for service. DPR supplements existing department policing practices and provides another resource allocation tool in MPD's response to a high volume of calls for service.

## Department Reorganization



In 2008, Chief Flynn implemented a reorganization of the department by restructuring the department into four distinct bureaus: the Professional Standards Bureau; Administration Bureau; Neighborhood Policing Bureau; and the Criminal Investigation Bureau. This configuration better aligned administration and management of MPD's resources with the department's vision for enhanced service to the community.

In 2009, Chief Flynn reorganized the Criminal Investigation Bureau (CIB) to improve accountability and performance and to provide stronger support to the Neighborhood Policing Bureau (NPB). The CIB was divided into six divisions: the Intelligence Fusion Center (IFC); Investigative Management Division (IMD); Neighborhood Investigations; Organized Crimes; Sensitive Crimes; and Violent Crimes.

## **Lieutenant Consolidation**

The positions of Lieutenant of Police and Lieutenant of Detectives were merged into one combined rank of Police Lieutenant, allowing for cross-training and cross-promotion of Lieutenants in the Neighborhood Policing Bureau (NPB) and Criminal Investigation Bureau (CIB). The consolidation allowed Chief Flynn and his managers to assign resources across the department and it allowed members to have a greater ability to gain experience in both technical investigations and supervision.

## **Early Intervention Program (EIP)**

Chief Flynn developed the Early Intervention Program (EIP) in 2008. The EIP provides a non-disciplinary management tool that allows supervisors to track performance along a variety of activities and indicators intended to alert the department to potential issues before they become problems. The EIP software captures data such as attendance, uses of force, squad accidents, and rule violations, and alerts supervisors when their members might be in need of counseling or more intensive interventions. As changes in work performance can indicate underlying health and emotional issues, EIP offers another way to monitor MPD's most important resources, which are its people. In 2012, MPD conducted extensive research to include the review of the publications of the US Department of Justice's series of Early Intervention Systems Guides written by Samuel Walker, Ph.D., the Office of Community Oriented Policing Services, New South Wales Police Integrity Commission, International Association of Chiefs of Police, and other national EIP annual reports, along with the conduction of national law enforcement surveys to identify national EIP best practices. MPD also reverse-engineered the EIP System by reviewing complaint data for identification of specific misconduct behaviors, resulting in the creation of additional EIP indicators to include alcohol, battery and sexual assault, along with supervisor and peer referrals. This system upgrade provided MPD the ability to capture empirical data, conduct predictive analysis, and strengthen police union and employee support. In 2013, Dr. Lynn Winstead-Mabe, from the University of Texas-Dallas and with 20+ years in working with law enforcement, provided a management-level course of instruction to MPD front-line supervisors with a focus on recognizing pattern behaviors through open communication, employee "self-monitoring," and accountability. In 2015, in-service training reiterated the importance of recognizing the signs and symptoms requiring an intervention and/or referral for professional assistance.

## **Crime Scene Technician Program (CST)**

In 2008, the MPD implemented the Crime Scene Technician Program (CST) to assist Forensic Investigators in the collection of evidence utilizing forensic photography and latent print development for minor criminal offenses. As the program evolved, CST officers were trained in DNA collection, providing them the necessary tools to process evidence at all crime scenes. In 2016, the program expanded to include the first class of Community Service Officers (CSO) trained in forensic photography, latent print development, and DNA collection. MPD currently has 21 CSO's who perform daily evidence collection duties. In 2017, the MPD integrated this advanced evidence collection training into the recruit classes and three recruit classes have received this training. In 2017, MPD had 437 department members, with 341 assigned at the district level, that have received this specialized training and perform daily crime scene evidence collection.

## Crisis Intervention Team (CIT)

The Crisis Intervention Team (CIT) is a concept involving law enforcement officers, mental health professionals, and community advocates, including the National Alliance for Mental Illness (NAMI). Following NAMI guidelines, MPD trained 20 percent of the department in the full 40-hour course to be certified in CIT training. The rest of the department received 8-hours of familiarization training in responding to people in crisis and how to access CIT-trained members for an appropriate response. This innovative program has continued until the present date with significant modifications made in 2014. CIT training topics include identifying mental illness, substance abuse, crisis de-escalation, active listening, psychiatric medications, emergency detentions, voluntary options, and resources for consumers and families.



## Roll Call in the Streets

Chief Flynn began the practice of Roll Call in the Streets to provide residents a visible police presence and to strengthen police-community relationships with Milwaukee Police standing shoulder-to-shoulder with the community. In 2010, Operation School's Out featured a special Roll Call in the Streets with more than 50 bicycle officers assembled to send the message to young people that MPD is out to make sure they remain safe during the summer months.

## “Be a Force” brand campaign

The MPD created and launched its “Be a Force” branding campaign as part of a public-private partnership with Cramer-Krasselt. “Be a Force” referred not just to the police force, but to the force and power of residents who collaboratively can create positive change within their neighborhoods. At no cost to taxpayers, TV and radio public service announcements, billboards, online advertisements and bus shelters displayed this branded image.

## Intelligence Fusion Center

The creation of the Intelligence Fusion Center (IFC) marked a significant change in intelligence-led policing for the MPD. The core function of the IFC involves the collection and processing of raw information, which is analyzed and disseminated as actionable intelligence to operational units within MPD, the Urban Areas Security Initiative (UASI) region, as well as state and federal partners. The IFC is principally responsible for serving the intelligence operations of the MPD and also enhancing and supporting agencies within its regional area of responsibility. The IFC consists of the following: Southeastern Wisconsin Threat Analysis Center; a Predictive Intelligence Center; a High Technology Unit for electronic evidence analysis; a Real-Time Events Center; a Crime Gun Intelligence Center (CGIC); a Dignitary Protection Unit; a Hazardous Devices Unit; and a Crisis Negotiation Unit.

## **ShotSpotter**

The ShotSpotter Gunshot Locator System, hosted by the IFC, detects and relays the location of gunshots. ShotSpotter was initially deployed in a 2-square mile geographic area of the City of Milwaukee with the highest occurrences of gunshot incidents. The coverage area for ShotSpotter expanded in September 2014 and through the use of crime analysis, activation alerts, rounds fired, and calls for service data, critical and timely information has provided intelligence for solving gun crimes and reducing gun violence through placed-based allocation of resources.

## **Northeastern Wisconsin Property Recording System (NEWPRS) Program**

The MPD and local businesses partnered to participate in the NEWPRS program due to a large-scale problem with pawn, jewelry, and second hand stores improperly reporting property sold and purchased. The MPD successfully recommended the implemented change to the Code of Ordinances requiring electronic reporting of transactions by pawn, jewelry, and second-hand stores. Department members received training in NEWPRS, providing members an additional investigative tool for property crime investigations involving property sold and/or purchased through pawn, jewelry, and second hand stores.

## **Police District 1 Code Red**

Code Red was developed in collaboration between the MPD, city agencies, local business owners and other community members to establish a foundation for crime prevention in Milwaukee's Downtown Entertainment District. A team approach allowed officers to work in tandem with each partner to maintain a shared responsibility for the maintenance and restoration of order, civility, and safe and sound environments for entertainment participants.

## **Homeless Outreach Team**

The Homeless Outreach Team was created in 2010 in District 1 and subsequently was expanded city-wide. Through a collaborative effort between the MPD, Downtown Business Improvement District 21, the District Attorney's Office, and the Public Defender's Office, these partners created a coordinated, integrated approach to providing services to homeless individuals, especially those who are high utilizers of criminal justice, homeless, and emergency services. Alternatives to incarceration, with a focus on housing retention, is an integral part of the collaborative process. Homeless Outreach Team officers identify and engage in outreach, the critical step in connecting or re-connecting a homeless individual with necessary health and mental health recovery and social and housing services, while continuing to assess needs, define service goals, and agree on a plan for delivering services. Officers participate in the bi-annual state of Wisconsin Point in Time (PIT) surveys to collect data for local program and system planning. In April 2017, Repairers of the Breach, a local homeless daytime shelter and resource center, recognized members of MPD's Homeless Outreach Team for its compassion in assisting with the City of Milwaukee's homeless population.



## Traffic Data Collection Forms

Effective January 1, 2011, under 2009 Wisconsin Act 28, all law enforcement agencies in the State of Wisconsin were mandated to report traffic stop data to the state. In June, 2011, the State Legislature repealed this Act, but Chief Flynn directed MPD to continue the collection and analysis of these data in the interest of transparency and accountability.

## 911 Wireless Calls

In 2011, the MPD Technical Communications Division (TCD) began taking some of the wireless 911 calls that had been previously routed to the Milwaukee County Sheriff's Office (MCSO) communication center. In 2011, between April and June, the TCD transitioned four of the six major wireless carriers from the MCSO.

## Major Incident Response Team (MIRT)

*"As a law enforcement executive, I have been asked to provide police personnel for mutual aid and have asked for mutual aid during my career. We in law enforcement know that no one police department can handle an event of this magnitude alone. In America, mutual aid is critical and if we can supply it at no cost to our city, we have an obligation to assist. We never know if the City of Milwaukee may someday need to make a similar request."*

*Chief Edward A. Flynn*



**Republican National Convention (2008)** – 36 members of the MPD MIRT assisted the St Paul Police Department in efforts to maintain order at the Republican National Convention.

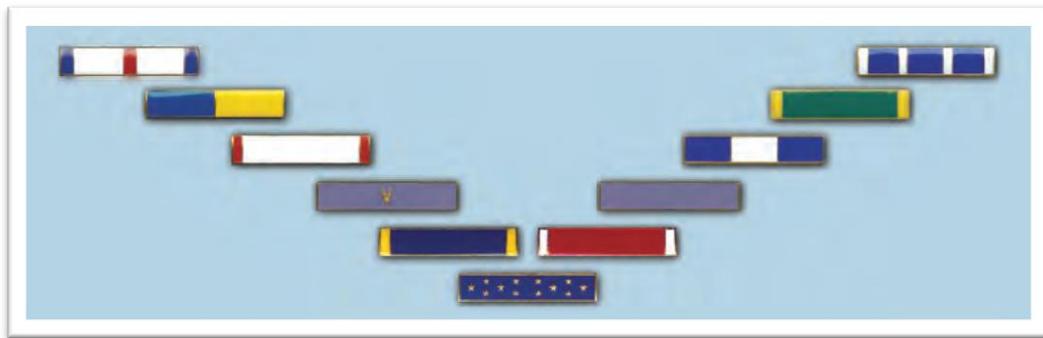
**Major Incident Response Team (MIRT) G20 Summit (2009)** – MIRT assisted the Pittsburgh Police Department in efforts to maintain order at the G20 Summit.

**Major Incident Response Team (MIRT)** – MIRT assisted the Madison Police Department at the Capitol during civil disturbances.

## Merit Awards Program

Chief Flynn created MPD's Merit Awards program to recognize and honor the exemplary service of department members and citizens. Recipients of awards receive metals that can be displayed on their uniform.

Between 2009 and 2017, Chief Flynn has awarded 1,661 merit awards to members of MPD including two Medals of Honor, which were awarded to members for exceptional bravery at the imminent risk of life or serious bodily injury. Additionally, 370 awards were awarded for Lifesaving/Medal of Valor Rescue, while 45 awards for Medal of Valor for Combat.



	Award	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Heroism	Medal of Honor	0	0	0	0	1	1	0	0	0	2
	Medal of Valor Combat	3	1	5	1	1	5	7	15	7	45
	Medal of Valor Rescue	6	13	7	2	1	0	7	11	5	52
	Lifesaving	10	12	22	26	39	50	45	50	64	318
	Purple Valor/Star	0	2	1	0	0	1	1	1	6	12
Police Service	Chief's Superior Leadership	9	10	8	15	4	2	0	0	2	50
	Unit Service Award	47	35	28	50	35	4	61	15	58	333
	Distinguished Service	9	14	10	6	6	6	6	5	2	64
	Meritorious Service	57	69	59	67	37	138	44	100	59	630
	Excellence In Police Service	7	5	4	26	20	11	9	26	33	141
<b>Heroism Awards Total</b>		<b>19</b>	<b>28</b>	<b>35</b>	<b>29</b>	<b>42</b>	<b>57</b>	<b>60</b>	<b>77</b>	<b>82</b>	<b>429</b>
<b>Police Service Awards Total</b>		<b>129</b>	<b>133</b>	<b>109</b>	<b>164</b>	<b>102</b>	<b>161</b>	<b>120</b>	<b>146</b>	<b>154</b>	<b>1218</b>
<b>Total</b>		<b>148</b>	<b>161</b>	<b>144</b>	<b>193</b>	<b>144</b>	<b>218</b>	<b>180</b>	<b>223</b>	<b>250</b>	<b>1661</b>

## Social Media

The MPD Media and Communications Office began to use social media as a way to share information with the community. MPD created a Facebook page, and began using Twitter, along with continued use of the department's YouTube channel. Social media is a valuable tool for the MPD. It provides direct access not only to local and national media outlets, but more importantly the residents of the City of Milwaukee who follow MPD news. MPD is able to disseminate information quickly on these platforms and uses them to help solve crimes (through surveillance video), provide real-time information (in case of emergency), and promote the good work MPD members perform on a daily basis. Social media platforms also help the Department build a wide range of followers who in turn act as reliable sources of information.



## Interview rooms, audio/video

An audio/video recording system was installed in Criminal Investigation Bureau (CIB) interview rooms at the Police Administration Building (PAB), throughout the district stations, and at the Professional Standards Bureau. By successfully implementing and deploying this equipment, the MPD exceeded the state requirements for audio recording of interviews and it provides enhanced functionality to the users. This installation provided a centralized storage system for data, allowing for automated retention schedules and efficient Open Record Request responses.

## Automated External Defibrillators (AED)

Thirty-five AEDs were placed throughout the seven MPD police districts, Police Administration Building the Training Academy, and Crisis Assessment Response Team (CART) squads.

## **Automated License Plate Reader (ALPR)**

The MPD began deployment of nine Automated License Plate Reader (ALPR) squad cars. ALPR technology reads vehicle license plates and the software provides stolen vehicle verification checks. The ALPR system has been integral in the timely recovery of stolen vehicles and crime solvability.

## **Digital Radio System (OpenSky)**

Upon Chief Flynn's arrival, he immediately recognized during the implementation phase of the Digital Radio System that there was limited capacity for use with a city the size of Milwaukee because of the lack of transmission towers. Lack of transmission towers created dead spots in specific geographical areas of the city, so, with persistence, additional transmission towers were erected and the MPD became the first major city in the United States to completely implement an encrypted, inter-operable digital radio system. The digital radio system replaced an outdated analog radio system, which was quickly becoming obsolete, and all officers were assigned a personal hand-held radio. In 2012, the FCC mandated that analog users transition to a digital system, which created a greater capacity of use to the user through individual talk groups, making the system state of the art. In early 2018, the Department will again update the radio system and the digital network to meet changing demands of public safety by enhancing internal and external communication with other city agencies and outside jurisdictions.

## **2009 Community Oriented Policing Services (COPS) – Department of Justice Hiring Grant**

(\$10.3 million) – MPD used the funding to hire 50 new police officers.

### **Recruit Class sponsored by the American Recovery and Investment Act**

In 2010, a 47-member recruit class was funded by the American Recovery and Reinvestment Act. This United States Department of Justice Office - Community Oriented Policing Services (USDOJ-COPS) \$10.2 million grant fully funded the recruit class. USDOJ COPS Director Bernard Melekian, the recruit class sponsor, issued the Oath of Office to the recruit class and later returned to address the recruits at their graduation ceremony.



## **2011 Community Oriented Policing Services (COPS) – Department of Justice Hiring Grant**

(\$11.1 million) – MPD used the funding to hire 50 new police officers.

## **Milwaukee's First Sex Trafficking Arrest**

The MPD arrested Todd Carter "King Tut" in July, 2008 for Soliciting a Child for Prostitution. MPD and the FBI coordinated a joint federal investigation regarding the Sex Trafficking of a Child. Todd Carter admitted to the sex trafficking of at least six teenage girls, recruiting them as young as 16 years and using them in interstate sex trafficking between Wisconsin, Minnesota, Illinois, and Iowa. In January 2009, Todd Carter and his son were federally-indicted for commercial Sex Trafficking of a Child and sentenced to federal prison.

## **First Human Trafficking Arrest in Milwaukee**

On October 28, 2009, the MPD arrested Jermain Rogers, "Pimp Rah-Rah," for Human Trafficking. On November 3, 2009, Jermain Rogers was the first person charged and convicted for Human Trafficking in the State of Wisconsin, receiving a 15 year sentence.

## **Badger Guns**

Between November 2007 and June 2010, six Milwaukee Police Officers were shot and wounded by guns sold by Badger Guns. Following these shootings, MPD began an eleven-week investigation into Badger Guns. Through the investigation, MPD seized 12 firearms from felons and other persons leaving the Badger Guns establishment after observing felons frequent the establishment for shooting range and target practice. Several arrested persons at the establishment were charged with Felon in Possession of a Firearm (FIPOF), Carrying a Concealed Weapon (CCW), and illegal narcotics.

Four of the six officers filed a lawsuit against Badger Guns for negligence, alleging the store's knowledge that the guns were sold through a "straw" purchase. The lawsuit indicated Badger Guns was responsible for two-thirds of the City of Milwaukee's recovered crime guns, that 90% of straw purchasers prosecuted by the Milwaukee County District Attorney's Office involved firearms purchased at Badger Guns, and that Badger Guns was the lead dealer in the country in most gun traces to crime in a year. Badger Guns was the first gun dealer in the nation to be held liable under the Protection of Lawful Commerce in Arms Act (PLCAA) when it was found liable for negligence in the sale of a firearm to a straw purchaser that was used to shoot officers. Following the lawsuit, Badger Guns made several changes to include changes to its store owner, store name, and its operating policies and procedures. It is no longer considered the country's top-selling crime gun store.

## **Serial Killer Walter Ellis**

In 2009, MPD arrested Walter Ellis, nicknamed the "Northside Strangler" for a series of homicides occurring between 1986 and 2007, after linking his DNA to seven female homicide victims in the City of Milwaukee. In 2009, MPD along with state and federal task force partners worked collaboratively to investigate the multiple homicides through a DNA lead. Ellis was charged with five counts of 1<sup>st</sup> Degree Intentional Homicide and two counts of 1<sup>st</sup> Degree Murder, pleading guilty to all seven counts and receiving a life sentence.



## SECOND TERM – (2012-2016)

### OATH OF OFFICE EXCERPTS – JANUARY 6, 2012

*Twice a year, the Milwaukee Police Department recognizes the courage of its officers. It has been my privilege to award to our brave men and women, hundreds of awards. Because of them, because of their courage and competence, their integrity and leadership, their respect and restraint, the City of Milwaukee is a demonstrably safer place today than it was four years ago...*

*Four years ago, standing before you in these chambers, I made bold promises...*

*Why was I so confident? Because I know and respect cops. I knew I could count on the cops. I could count on their fundamental sense of duty, their ideals. I knew also that within the ranks of the department were people waiting for the chance to show what they could do, waiting for the opportunity to put the agency they had devoted their lives to on the path to greatness...*

*Dramatic changes occurred in a dramatically short period of time. And dramatic results have been achieved...*

*For twenty years, the average number of murdered Milwaukeeans was 127. In the past four years, that average has been reduced to 81. This has not been an accident. A department full of hard-working, talented people committed to their community has made it happen...*

*Four years ago I said that the measure of our success would be results, not just activity. Rapid response to non-emergency calls would have to be secondary to saving lives, preventing crime and the reclaiming of public space. Foot patrols dramatically increased. Bicycle patrols were doubled. Squads did park and walks. Roll calls in the street were conducted...*

*But for officers to be proactive, they had to have accurate and timely information. So the computer information system was completely overhauled, an obsolete radio system has been replaced by one that is state of the art. We stand as the first city in the nation to have implemented such a system while at the same time making sure that every officer in a field assignment has their own, personal hand-held radio; another first for the department...*

*I promised the community we would orient ourselves to their needs. An emphasis on neighborhoods, coupled with the production of more useful analytical data, has enabled us to focus on the 10% of offenders who commit 50% of crimes and the 10% of locations that generate 60% of our crime numbers using not only district resources but the drive and commitment of our Neighborhood Task Force...*

*While significant strategic and technological change was introduced and implemented so too was organizational change. We have committed ourselves to the notion that every officer is and must be a leader. The principal of dispersed leadership requires every officer to accept responsibility, not only for their own actions, but for those of their peers. The introduction of the Leadership in Police Organization model has been a driver of internal cultural change. Coupled with policy modifications and the introduction of a Code of Conduct based on our core values, we have seen improvements in the professional behavior of our officers. Citizen complaints are down nearly 40%, use of force incidents have been reduced by 9%, and vehicle pursuits are down 66%...*

*The days of Lone Ranger policing are long past. No police department can be effective for long without viable and active community and government partners. Our officers have forged productive collaborations with numerous community-based organizations...*

*The Milwaukee Police Department has achieved national prominence in its profession in a short time. John Jay College of Criminal Justice is working with us on an offender re-entry project, Harvard's Kennedy School of Government has published a study referencing our reorganization, Yale University Law School, studying how the police department is building community trust, both the Police Executive Research Forum and the International Association of Chiefs of Police are using the MPD as research partners...*

*We know we're not done. We'll never be done. But we will never stop improving. We will never stop trying. Milwaukee faces challenges. We Milwaukeeans will face them together. We can't count on federal support. We can't count on state support. We can't count on anyone but each other. To the residents of Milwaukee, I pledge the department to continued partnership. We will never abandon you. Every man and woman in this department pledges to put themselves in harm's way on your behalf.*

Edward A. Flynn  
Chief of Police  
City of Milwaukee



## 2ND TERM: HIGHLIGHTS

### Critical Incident Review Board/Use of Force Committee

Chief Flynn created the Critical Incident Review Board (CIRB) to serve as an advisory body as it conducts thorough analyses of critical incidents and other incidents as determined by the Chief of Police. The board assesses and evaluates the actions of MPD members to ensure adherence to department training, policies, procedures, and law enforcement best practices given the circumstances of a particular incident. The CIRB identifies and recommends training or policy changes to set professional standards in the performance of duties, to improve service to the community, and to protect the department and the City of Milwaukee from future risk and liability.

### Fair and Impartial Policing Training and Standard Operating Procedure (SOP)

Chief Flynn's emphasis on the importance of Fair and Impartial Policing Training was memorialized and published as SOP-001 on February 8, 2013, and all department members have undergone this training. The policy reaffirms the MPD's commitment to fair and impartial policing and clarifies the MPD's commitment to providing unbiased services in an equitable matter.

### Risk Management Bureau and Inspections Division

In 2013, Chief Flynn created the Risk Management Bureau and Inspections Division. The objective of the Risk Management Bureau was to elevate the consideration of risk in policing from the tactical, individual member's decision-making and interactions with the public to the enterprise level, which focuses on organizational governance through the implementation of strategies that manage risk. This reorganization allowed for the integration of policies, practices, training, and redundant accountability systems. The Inspections Division, Internal Affairs Division, and Police Academy, within the Risk Management Bureau, which are unique in structure and function, work together to manage liability and prepare department members to identify, assess, and minimize risk in the performance of their duties. The Inspections Division developed an inspections regimen that fosters greater accountability throughout the department. Using line inspections, staff inspections, process audits, and work location audits, the Inspections Division assesses MPD practices and documentation against established standards, issuing reports with findings and recommendations. The Inspections Division is also responsible for overseeing the department's ongoing accreditation efforts, working closely with every district, division, and unit to ensure consistent compliance with Wisconsin Law Enforcement Accreditation Group (WILEAG) standards.

### The Wisconsin Association of Community Oriented Police (WACOP) 2013 and 2016 Conferences

The MPD hosted two conferences for WACOP in February of 2013 and 2016. In 2013, Dr. George Kelling, a prominent researcher and author of "Broken Windows Theory," delivered the keynote address at the MPD's conference.

## **Police Executive Research Forum (PERF) Conference in Milwaukee**

Founded in 1976, PERF is a non-profit research organization and a provider of management services, technical assistance, and executive-level education to support law enforcement agencies. PERF members include chief executives of police agencies around the world, as well as executives below the rank of chief, researchers and scholars, and others interested and involved in the criminal justice system. Within the 37 year history of PERF, May 2013 was the first time the City of Milwaukee and the MPD hosted the PERF conference. Chief Flynn participated in a panel of police executives convened to discuss building public trust, promising efforts that have been made in pursuit of that goal, and barriers to achieving that goal.

## **“The Source” Website**

The MPD’s new website, “The Source,” was created with the assistance of local advertising business, Cramer-Krasselt. The website allowed MPD to share information with the media, as well as directly with the community. Cramer-Krasselt won a Webby Award – Best Government Site for “The Source.”



## **Unveiling of New MPD Patch**

The MPD unveiled its first new shoulder patch in nearly 30 years. The new patch highlights MPD's and the City of Milwaukee's past and present, including the word "Milwaukee" conspicuously displayed with a combination of symbols of the city, city hall, a police badge from 1855 (the year MPD was founded), the art museum, and the brewing history of Milwaukee. The announcement of the new patch came just prior to MPD's 160<sup>th</sup> anniversary in 2015.

## Crisis Intervention Team Training (CIT)



In 2014, the MPD received a \$500,000 grant from the Greater Milwaukee Foundation after the officer-involved shooting of Donte Hamilton in Red Arrow Park. The grant funded a 40-hour block of Crisis Intervention Training to all sworn patrol members of the department. Since 2014, CIT training has been provided to all recruit classes and to date all patrol officers have received CIT training. MPD is one of a small number of major city police agencies that trains all of its first-responders in CIT.

## Crisis Assessment Response Team (CART)

The Crisis Assessment Response Team (CART) is a collaborative effort between the MPD and the Milwaukee County Behavioral Health Division (BHD). The team responds as a resource squad to assist officers in the field to help determine an appropriate disposition for mental health related calls for service. The CART also takes referrals from the BHD Crisis Mobile Team. The mission of the Crisis Assessment Response Team includes:



- Decreasing the volume of involuntary emergency detentions in Milwaukee County by utilizing voluntary options, stabilizations on scene, and referrals to other mental health resources.
- Mental health assessments, Criminal Justice Facility (CJF) clearances for prisoners in custody, and preventive transports to Psychiatric Crisis Services (PCS) to decrease flight risk.
- Providing head protection for subjects in custody or on emergency detention (helmet pilot program).
- Providing a liaison to foster community partnerships between medical and mental health facilities.
- Providing a response resource squad to high priority crisis calls involving persons with mental illness or suicidal tendencies.
- Providing dignified and culturally-competent services to all people in crisis.
- Decreasing the possibility of use of force and injuries to officers, consumers, and the community.
- Decreasing the number of repeated interactions between law enforcement and individuals diagnosed with serious and persistent mental illness.



## Midwest Interstate Coalition Gun Violence Reduction Summit

In coordination with Milwaukee Mayor Tom Barrett's office and facilitated by the Police Executive Research Forum, the MPD hosted the Midwest Interstate Coalition Gun Violence Reduction Summit. Police chiefs from across Wisconsin and the Midwest attended the summit.

## Naloxone Program

The department trained members on the use of Naloxone (Narcan) and made it available at district stations for officers to carry during their tour of duty as part of the department's continued efforts to address the impacts of opioid overdoses. The use of Naloxone has been highly effective in saving the lives of subjects who have overdosed on opioids.

## Network of Criminals (NOC) Youth Offender Program

The MPDs Network of Criminals (NOC) Youth Offender Program is an innovative offender-based strategy and intelligence process that utilizes an algorithmic methodology to identify youth offenders and their social networks currently impacting Milwaukee's motor vehicle theft and robbery trends. The NOC Program offers an innovative offender-based solution to curb Milwaukee's motor vehicle theft and robbery problem. NOC combines data analysis with non-traditional methods of social network analysis and the incorporation of intelligence to more effectively identify impactful targets. This identification method combined with a robust and creative analytical product and the facilitation of the intelligence cycle are the foundations of what makes the NOC Program successful.



## Smart Policing Initiative

"Strategies for Policing Innovation" (SPI), formerly referred to as "The Smart Policing Initiative," is a collaborative effort among the Bureau of Justice Assistance, state and local law enforcement agencies, and researchers. SPI is designed to assist agencies with identifying innovative and evidence-based solutions to effectively and efficiently address crime problems. The MPD, in partnership with the Urban Institute, used federal grant funds to implement a body-worn camera strategy as well as research of the effectiveness of body worn cameras in the reduction of citizen complaints and use of force encounters. The study's findings are expected to be published in late 2018.

## Accreditation - Wisconsin Law Enforcement Accreditation Group (WILEAG)

The MPD sought accreditation in order to demonstrate to the broader community that the agency met professional standards in the development and application of first rate policies, procedures, and practices. The Office of Management Analysis and Planning (OMAP) conducted an extensive overhaul of the department's Standard Operating Procedures (SOPs) and Standard Operating Instructions (SOIs) in order to comply with WILEAG standards. Every SOP and SOI was reviewed and updated as needed. The Inspections Division also conducted audits and inspections throughout department work locations. In 2015, the MPD complied with 235 standards and received WILEAG accreditation status.

## Chief Flynn testifies at US Senate hearing (2013)

Chief Flynn testified at the Senate Judiciary Committee hearing on the "Assault Weapons Ban of 2013." The bill was introduced following the mass shooting at Sandy Hook Elementary in Newtown, Connecticut. Chief Flynn spoke in support of the bill, alongside family members of the children who lost their lives in Newtown, and he urged Congress to ban the sale of assault weapons and high capacity magazines.



## Juvenile Offender Group (JOG)

The JOG was created to convene criminal justice stakeholders, including all police districts, the WI Department of Juvenile Corrections, Milwaukee County Delinquency & Court Services, and the MPD Office of Community Outreach and Education School Resource Officers to share intelligence related to emerging and persistent juvenile offender trends and their fluid non-traditional gang structures, or, "groups".



## Chaplaincy Program

The Salvation Army Chaplaincy Program is a partnership with the MPD that provides emotional and spiritual care and support to those who have experienced a traumatic incident. By bringing together residents, police officers, and members of all faith backgrounds, this program seeks to build relationships and safe neighborhoods, identify root causes of trauma, and to provide assistance to individuals who have experienced traumatic events. Emergency Chaplains are volunteers that are called to critical incidents when police determine emotional and

spiritual care is needed. These incidents can include homicides, suicides, severe accidents, infant deaths, persons in distress, and civil disturbances.

## Police Satisfaction Survey

Between July 17<sup>th</sup> and August 23<sup>rd</sup>, the University of Wisconsin-Milwaukee Center for Urban Initiatives and Research conducted a City of Milwaukee Police Satisfaction Survey. The survey measured resident perception as they related to satisfaction with and trust in the MPD, perceptions of safety and police visibility, views on various kinds of police contacts, and exposure to crime. Of the 1,452 completed surveys: 24.6% of Milwaukee residents reported that they were "very satisfied" overall with the MPD and 49.1% reported they were "somewhat" satisfied. 92% of residents reported a desire for a high level of police visibility where they live. 61.3% of residents reported that they feel "very safe" in their neighborhoods during the day, but only 35.4% report the same at night. 37.4% reported that they sought help from the MPD over the past 12 months, with 63.1% of those same residents stating that they were satisfied with the police performance during the most recent contact.

## Milwaukee Police Ambassador Program

Chief Flynn created the MPD Ambassador Program with the mission of, "empowering young adults with social, leadership and work skills necessary for strong Milwaukee neighborhoods, public safety, vibrant communities, economic advancement and development of future leaders." The goals of the program are to:

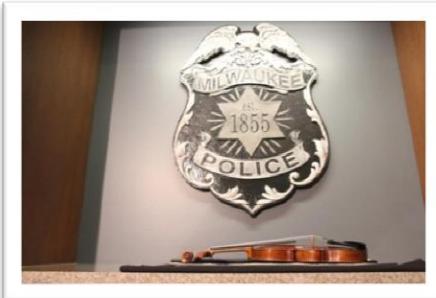
- Provide meaningful work experience to young adults who are interested in pursuing careers in community service or continuing their interest in public safety.
- Utilize MPD Ambassador Program as another tool for encouraging diversity in hiring of Milwaukee Police Officers and other careers within the MPD.
- Expand on and strengthen current MPD community partnerships.
- Provide individualized guidance and growth through paired professional and peer mentors.
- Strengthen opportunities for young adults through a two-way ambassadorship model.



Between 2015 and 2017, 52 Ambassadors have graduated from the program. Since graduation, Ambassadors have pursued higher education and have found employment with the Milwaukee County Sheriff's Office, Milwaukee Athletic Club, Universal Protection Services, Wal-Wart, Wauwatosa Police Department, Employ Milwaukee, and more. Graduates have joined the United States Air Force and Navy Reserve, and several have become Community Service Officers within the MPD, have applied to the MPD Police Aide program, and have applied to become Milwaukee Police Officers.

## Stradivarius Violin

On Monday, January 27<sup>th</sup>, 2014, Frank Almond, concertmaster of the Milwaukee Symphony Orchestra, was the victim of an armed robbery after performing a concert at the Wisconsin Lutheran College. His Stradivarius violin, estimated at \$5 million, was stolen. The two suspects were arrested and plead guilty for their roles in the robbery.



## Panama Visit

Members of the Panamanian National Police force visited the MPD to learn more about American. The visit was arranged through the US Department of State's Central American Police Reform Initiative, and focused on MPD's mission of establishing a department that is community-oriented and data-driven.

## Data-Driven Approaches to Crime and Traffic Safety (DDACTS)



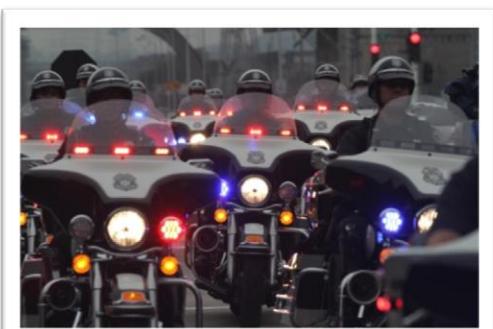
From 2011-2016, vehicle crash fatalities in the City of Milwaukee increased 73%. As part of the department's response, the MPD implemented the DDACTS model, which integrates location-based traffic crash, crime, and enforcement data to establish effective and efficient methods for deploying law enforcement resources. DDACTS employs highly visible, targeted traffic enforcement in these areas and the model affords the dual benefit of reducing traffic crashes and crime.

## StarChase

In October 2015, the MPD deployed six squad cars equipped with StarChase Pursuit Management Technology. This technology is a dual-barreled launcher mounted in the grille of a law enforcement vehicle and during a pursuit or other high-risk traffic event, the officer can deploy a projectile (tag) containing a GPS module, which adheres to the back of a stationary or fleeing suspect's vehicle. The officer can then back off and follow the location of that vehicle in near real-time tracking with the assistance of dispatchers utilizing a secured web portal. The purpose of this technology is to reduce the number of high-risk pursuits, reduce public safety risk, increase the recovery of stolen vehicles, and potentially identify the location of the suspects. In 2016, MPD increased the number of squad cars equipped with StarChase to 20 squads and in 2018 all new squad vehicles will be outfitted with StarChase equipment.

## Robbery Task Force

In 2015, MPD created the Robbery Task Force to address the increase in Robbery (carjacking) incidents. The task force initially included personnel from all seven police districts, the Intelligence Fusion Center (IFC), High Intensity Drug Trafficking Area (HIDTA), Neighborhood Task Force (NTF), the Milwaukee County District Attorney's Office, and members of neighboring suburban law enforcement agencies. There was an initial 90-day coordinated effort to aggressively investigate and build criminal cases against individuals identified as being involved in carjacking incidents. This list of individuals showed the greatest level of connectivity through intelligence developed by field intelligence and reported incidents to the MPD.



## **Major Incident Response Team (MIRT) – Chicago NATO**

More than 100 members of MIRT traveled to Chicago to assist the Chicago Police Department in their efforts to maintain order during the NATO protests.

## **Sensitive Crimes Move to Sojourner Family Peace Center**

The Sojourner Family Peace Center is a collaborative effort that houses in one location the essential agencies and organizations needed to assist survivors of domestic violence. Partnering agencies work collaboratively to help families heal from the effects of domestic violence, sexual assault, dating violence, and stalking and work to create peaceful communities. Programming within the Center includes direct services for survivors, children, and families impacted by domestic violence and sexual assault. The Family Peace Center is one of the first in the nation to provide comprehensive services for victims and families impacted by domestic violence. Since 2015, the MPD's Sensitive Crimes Division (SCD) has operated out of the Sojourner Family Peace Center. SCD is responsible for investigations involving domestic violence, crimes against children (child abuse and neglect), sexual assaults, interference with child custody matters, missing persons, human trafficking, and other matters of a sensitive nature. By working together within the Sojourner Family Peace Center, MPD is able to help families identify strategies to enhance safety and break the cycle of domestic violence.

## **Trauma Informed Care**



In 2015, the MPD in collaboration with the City of Milwaukee Health Department and Milwaukee County Behavioral Health Division (BHD), created the Trauma Response Team. The program partners MPD Officers with mental health professionals from BHD's Wraparound Milwaukee Mobile Urgent Treatment Team. The partnership allows police officers to connect children ages five to 17 who have witnessed violent or otherwise traumatic events with mental health professionals who can meaningfully respond to the needs of the children and provide support services. In 2017, the Trauma Response Team program was expanded from District 7 to also include District 5.

## **Prescription Drug Mail-In Program**

The MPD partnered with the Common Council, CVS pharmacy, and the Milwaukee Metropolitan Sewerage District to develop a prescription drug mail-in program for Milwaukee residents to dispose of unused prescription medications. Through this program, prescriptions can be placed in pre-paid envelopes and mailed to any police district or dropped off in a secure drop box on a district station lobby, preventing unused medications from being flushed into the city's sewage system or left easily accessible for individuals who may abuse them.

## **Chief Flynn speaks at the President's Task Force on 21st Century Policing (2015)**

Chief Flynn was invited to testify at a hearing conducted by President Obama's Task Force on 21<sup>st</sup> Century Policing. The Task Force was created to strengthen trust among law enforcement officers and the communities they serve. The Task Force was given 90 days to identify best police practices and offer recommendations on how the practices could promote effective crime reduction while building trust. The Task Force conducted seven public listening sessions across the country and received testimony and recommendations from a wide range of community and faith leaders, law enforcement officers, academics, and others to ensure its recommendations would be informed by a diverse range of voices. Chief Flynn's testimony and comments were included in the Task Force's final report.

## **Department of Justice – Officer Involved Critical Incident Investigations**

Wisconsin State Statue 174.47 requires that, "in the event of the death of an individual as the result of an action or inaction by a law enforcement officer, the ensuing investigation must be conducted by an investigative team from an independent agency." In 2014, MPD entered into an agreement with surrounding suburban agencies to establish a formal protocol for the investigation of officer-involved critical incidents. The agreement was updated in 2016 to create the "Milwaukee County Investigative Team," which further established protocol to address complaints that many of the members of the Department of Justice that were investigating MPD incidents were retired MPD officers.

## **Collaborative Reform Initiative for Technical Assistance**

In November, 2015, Chief Flynn requested that MPD participate in the Collaborative Reform Initiative – Technical Assistance (CRI-TA) process. In his request he stated, "It is my expectation that entering into this voluntary process with the COPS Office will provide an avenue to strengthen and build the mutual trust between the Milwaukee Police Department and the communities we serve." Chief Flynn requested Collaborative Reform shortly after the MPD achieved accreditation with WILEAG (Wisconsin Law Enforcement Accreditation Group). MPD sought accreditation in order to demonstrate to the broader community that the agency met professional standards in the development and application of first rate policies, procedures, and practices. However, CRI-TA provided an opportunity to have a broader community conversation about those policies, procedures, and practices and how they impact the communities the MPD serves. Further, in participating in the CRI-TA initiative, MPD sought to demonstrate its commitment to ongoing reform as well as external examination.

It was the Chief Flynn's expectation that external review would make thoughtful recommendations to improve MPD's level of community engagement and trust, but would also recognize that MPD is a professional agency operating in good faith using evidence-based policing practices to protect vulnerable communities from high rates of violence. It was furthermore MPD's hope that this examination would bring to the fore the crucial issue that has so far been unaddressed in national discussion of policing practices. That issue is that the conversation about police practice cannot take place separate and apart from the conversation about the violence the police are petitioned to reduce. The fact is that for social and historical reasons the same communities most victimized by violence frequently are populated by people who are distrustful of the police.

Chief Flynn recognized CRI-TA as an opportunity to ‘set the table’ for a robust community conversation about the balance between effective crime control and the maintenance of community trust, and that it would also provide a framework for the development of a community of practice that would involve agencies that had embraced collaborative reform in a mutually reinforcing effort to address both the need for effectiveness in reducing crime as well as strategies for maintaining community support.

*I commit to you both [COPS Office and US Attorney] – and recommit to the Milwaukee communities we serve – the full transparency, openness, engagement and effort of the entire Milwaukee Police Department. I look forward to working with you and your offices to establish mutual goals for this initiative, including comprehensive assessments of key areas like use of force, training, discipline and accountability, community perspectives, recruitment and hiring, and the handling of mass demonstrations and protests, among others. More importantly, I look forward to the results of this collaboration between the COPS Office...the Milwaukee Police Department, and members of our communities: objective, sustainable, strategies that affect positive changes in the promotion of public safety, the growth of community-police relations and the next steps toward the achievement of our vision of a Milwaukee where all can live safely and without fear, protected by a police department with the highest ethical and professional standards.*

Chief Edward Flynn  
Milwaukee Police Department

## Body Worn Cameras

In July 2013, MPD District 5 implemented a 60-day Body Worn Camera (BWC) pilot project to test the use of multiple manufacturers' camera equipment. In October 2015, MPD committed to the Smart Policing Initiative (SPI) and expanded the pilot project with the issuance of 180 cameras to field officers within District 2, District 5, and the Neighborhood Task Force. By the end of 2016, 1,120 cameras were issued to all patrol officers and MPD received an award of \$624,206 from the Bureau of Justice Assistance (BJA) to implement a Body Worn Camera Study through the Urban Institute. The purpose of the experimental study is to determine BWC's impact on citizen complaints and use of force encounters. BWC's have added value to MPD's internal investigation process and have also served to document heroic actions by MPD officers.

## National Integrated Ballistic Information network (NIBIN)

The National Integrated Ballistic Information Network (NIBIN) is a function of the Crime Gun Intelligence Center (CGIC), housed within the Intelligence Fusion Center. NIBIN is led by multiple participating agencies including the United States Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). NIBIN's lab activity includes collecting ballistic data, such as test fired entries and digital ballistic images of bullets and casings from crime guns. Data is entered into the Integrated Ballistics Identification System (IBIS) which is used nationally by participating law enforcement agencies. Data is then used to conduct forensic analysis of casings to prevent gun violence through the consistent production of timely, precise, and actionable intelligence concerning gun crimes. Data findings are used to make identifications or leads for investigations, arrests, and trials.

## **Tiburon/Tritech**

In 2013, the MPD started the process of acquiring a new Records Management System. This new \$6.7 million system is highly customizable to fit the needs of the organization. The TriTech RMS will streamline reporting, data collection, and crime analysis. Furthermore, the new system will combine and add additional data systems including incident reporting, arrest management, UCR Reporting, case management, property and evidence control, crime analysis functions, administrative reporting, and more.

## **2013 Building Neighborhood Capacity Program Grant (\$225,000) Center for the Study of Social Policy, funded by the Department of Justice**

The City of Milwaukee and the Amani and Metcalfe Park neighborhoods were selected to participate in the Building Neighborhood Capacity Program (BNCP). This grant helps provide tools, best practices, and strategies aimed at building capacity within the Amani and Metcalfe Park neighborhoods and include cross-sector partnerships. This grant money was also used to provide training to community organizations in the Amani and Metcalfe Park Neighborhoods.

## **2013 Byrne Criminal Justice Innovation Grant (\$600,000) funded by the Bureau of Justice Assistance**

MPD received the BYRNE Grant to help fight high crime rates and develop law enforcement strategies and community engagement in the Washington Park Neighborhood. This grant helped develop and carry out community activities and develop effective cross-sector crime- and fear-reduction strategies. In October 2016, MPD received an additional BYRNE Grant award.

## **2014 Community Oriented Policing Services (COPS) – Department of Justice Hiring Grant**

**(\$1.9 million)** – MPD used the funding to hire 15 new police officers.

## **2014 Building Neighborhood Capacity Program Grant (\$225,000) funded by the Building Neighborhood Capacity program, part of the White House Neighborhood Revitalization Initiative**

The original Building Neighborhood Capacity Program Grant provided to the Amani and Metcalfe Park Neighborhoods was extended to include the Muskego Way/Clarke Square neighborhoods in District Two.

## **2015 Urban Institute – Body Worn Camera Project Grant (\$624,206) funded by the Department of Justice**

The MPD was awarded this grant to implement a Body Worn Camera Strategy. By the end of 2016, a total of 1,120 cameras were issued to all patrol officers.

## **2015 Community Oriented Policing Services (COPS) – Department of Justice Hiring Grant**

**(\$1.9 million)** – MPD used the funding to hire 15 new police officers.

### **Homicide of Kelly Dwyer**

On October 12, 2013, Kelly Dwyer was reported missing and MPD began an extensive 3 ½ year investigation, eventually identifying Kris Zocco as the primary suspect in her disappearance and death. Multiple witness interviews, multiple search warrants, and extensive evidence collection, along with the seizure of Kris Zocco's home computer assisted in the investigation. In 2013, Kris Zocco was found guilty and sentenced to 19 years in prison for child pornography. The homicide case is still open.

### **Child Victims of Homicide**

Sierra Guyton (10 years old) – On May 21, 2014, Sierra Guyton was at the Clarke Street School playground with her sister and other children when she was struck in the head by gunfire. Sierra died almost two months later on July 13, 2014. The suspects in this incident were shooting at each other and unintentionally struck Sierra. Both of the suspects in this incident were apprehended, charged, and convicted in this offense. One of the suspects had a prior conviction for killing another teen in 2005, when he was 17 years old.

Laylah Petersen (5 years old) – On November 6, 2014, Laylah Petersen was sitting on the couch with her grandfather when a bullet came through the window and struck her, killing her instantly. Intelligence revealed that the suspects had targeted the house by mistake. After an exhaustive investigation that spanned more than one year and tips from residents, all four suspects were apprehended, charged, and convicted in this offense. This case received national attention. Laylah's family presented first-responding officers with a plaque of appreciation for their dedication.

Bill Thao (13 months old) – On December 27, 2014, Bill Thao was playing with his toys in the living room when a bullet entered the residence and struck him. Bill died later that evening during surgery. The primary suspect, a heroin dealer, was targeting another heroin dealer but fired shots at the wrong house. The suspect was apprehended, charged and convicted in this offense.



## THIRD TERM – (2016-2018)

### OATH OF OFFICE EXCERPTS – JANUARY 8, 2016

*I am proud of the work of the men and women of the Milwaukee Police Department. They are the ones who have implemented an aggressive reform agenda. Their motivation is derived from the shared goal of realizing our collective vision of a Milwaukee where all can live safely and without fear, protected by a police department with the highest ethical and professional standards. Our shared mission has been - and remains - that in partnership with the community we will create and maintain neighborhoods capable of sustaining civic life. Towards these ends, every member, regardless of assignment, has dedicated themselves...*

*Our accomplishments have not been achieved unaided. Recognition must be accorded to Mayor Barrett and members of the Common Council who have, during times of fiscal austerity, consistently provided the Milwaukee Police Department strong budgets supportive of our collective efforts. Mayor Barrett has been a consistent supporter of our efforts to control crime, fear and disorder in our neighborhoods. While insisting that we be respectful of our diverse communities, he has stood by us in difficult times....*

*We have earned more than three dozen national and international awards for our community-based, problem-oriented and data-driven work, including some of the most prestigious recognition in the field. Despite a dramatic spike in gun crimes and homicides in 2015, over the past eight years, the members of this Department have achieved six of the lowest eight homicide totals in the last twenty-five years and have driven the occurrence of property and violent crime down in pursuit of our mission...*

*We are proud of our accomplishments, including: our recent statewide accreditation; our innovative Ambassador Program; our robust Homeless Outreach Team; our cutting-edge implementation of crime-fighting technologies like ShotSpotter; and our aggressive implementation of body-worn cameras. These are just a few examples of our commitment to reducing and preventing crime while building grass-roots community support and acclimating our agency to the principles of continuous and evolutionary reform...*

*The national coverage about policing undeniably has created a crisis of confidence throughout the country and, of course, affects attitudes here in Milwaukee. And we realize that incidents of misconduct – even when identified and investigated and publicized first by us – still summon painful memories going back many decades...*

*The facts indicate that our use of force is down, citizen complaints against us have decreased 75% since 2007. While community support for this agency and the work of its members is objectively high, there remains a gap*

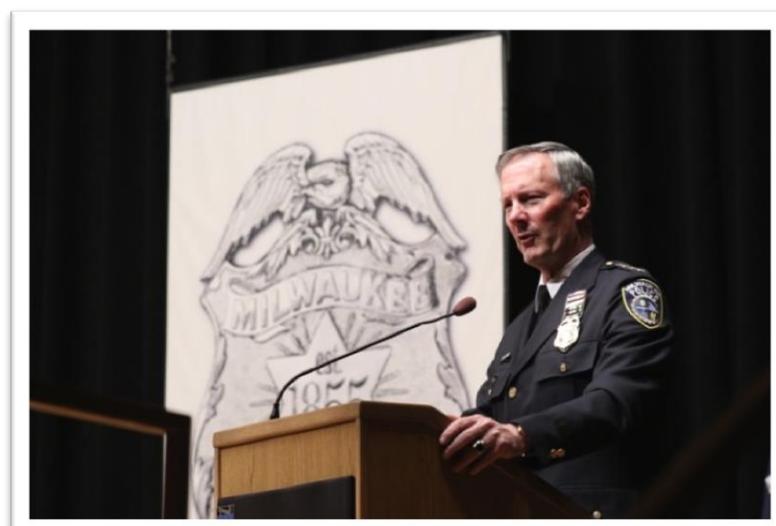
*between the perceptions of black and white residents. This is something we remain committed to addressing – and measuring – as we continue our community-minded reforms...*

*The facts also indicate that the greatest criminal justice system disparity in Milwaukee is the appalling disparity of violent crime victimization. Nearly 9 of every 10 shooting and homicide victims in our city are African American. African Americans are 8.4 times more likely than whites to be killed in our city. African Americans are 17.1 times more likely to be shot. We the police have a moral obligation to do something about it. And this requires us to use data analysis, technology and targeted deployments to affect the most violent and vulnerable neighborhoods. And we have to accept the risk that our lifesaving attempts will be used by some to accuse us of racial profiling, over-policing and contributing to mass incarceration. That harsh reality demands that no discussion of police tactics takes place separate of this discussion of disparate victimization in our most disadvantaged neighborhoods. We accept the responsibility to be fair, impartial, respectful, and restrained, as well as effective. And we expect political and community leadership to direct the same level of concern about the unacceptable levels of neighborhood violence in their communities as well as police attempts to reduce the violence. We must address concerns about both procedural justice and substantive justice. We cannot fairly or effectively affect one without full consideration of the other. It is time for the parallel conversations to stop; our collective effort toward these mutual must-haves - procedurally sound policing and substantively effective policing - will generate exponential progress...*

*Notwithstanding the high levels of community support for our policing efforts, as measured by the citizen survey commissioned by the Fire and Police Commission, as exemplified by our leading work on the Building Neighborhood Capacity Program and the Byrne Criminal Justice Innovation program, the fact remains that the building of community trust is a permanent issue - as it should be. Each of us understands that one critical incident can strip decades of training, progress, reform and success from our agency's reputation...*

*This year marks my 45th year as a police officer. I have seen many changes during those years but I have never seen the profession I love so challenged as it is today. As I look out at my colleagues in the audience, I remind them, even as I remind myself, we do not have to do this; we get to do this. We accept the privilege of this challenge. And I exhort all of us to strive to be the best version of ourselves. To be the best police officers we can; to be the best police commanders we can be; and to be the best police department we can be, so that all of our profession can look to us as an example of the potential for both effective crime control and strong community relations when a single police department accepts the challenge of being the best version of American policing.*

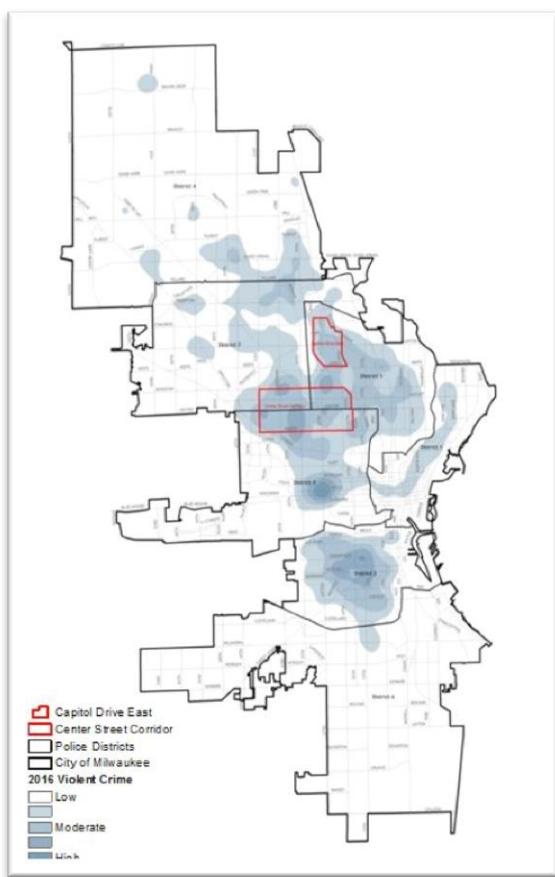
Edward A. Flynn  
Chief of Police  
City of Milwaukee



## 3RD TERM: HIGHLIGHTS

### Violence Reduction Network/National Public Safety Partnership – Department of Justice

The Violence Reduction Network was created by the US Department of Justice (DOJ), Office of Justice Programs (OJP), and Bureau of Justice Assistance (BJA). In 2017, the Violence Reduction Network was enhanced and the Public Safety Partnership (PSP) was established. The PSP references the City of Milwaukee as the “Milwaukee Model” serving as a national model for other PSP sites. The focus of the Public Safety Partnership is the reduction of violent crime within local jurisdictions. Agencies receive professional and specialized support including peer exchanges, training, technical assistance, strategic planning and coordination efforts to reduce violent crime. There are currently 27 large metropolitan departments included as Public Safety Partnership sites.



Chief Flynn is quoted in the 2016 Violence Reduction Network Annual Report in stating, “The VRN has been a powerful tool in reducing violence in Milwaukee. The close collaboration with the federal task forces has resulted in a 28 percent reduction in violent crime in targeted areas of our city in just one year”.

The City of Milwaukee began its participation in the PSP program in March 2016, and will conclude its engagement through September 2018. The partners include the MPD, the Milwaukee County District Attorney’s Office, the Bureau of Alcohol, Tobacco and Firearms (ATF), the Drug Enforcement Agency (DEA), the Federal Bureau of Investigation (FBI), the United States Marshals Service (USMS), and the Eastern District of Wisconsin - United States Attorney’s Office (USAO). Milwaukee’s PSP Strategic Plan creates a forum for continuous collaboration among local and federal law enforcement and aims to reduce firearm-related violent crime in an identified hot spot, the Center Street Corridor (CSC). The CSC is a 2.3 square mile area that drives 10 percent of Milwaukee’s violent crime and 11 percent of the MPD’s priority calls for service.

As part of Milwaukee’s PSP Strategic Plan, the partners developed a new CompStat model that provides a collaborative and proactive environment among local, state, and federal partners and promotes constant communication and accountability through analysis and reporting of violent crime metrics. The interagency CompStat meeting is conducted every six weeks and is attended by executives from all partner agencies. This strategic and collaborative process has proven effective in less than a year of implementation with overall crime decreasing 17% in the Center Street Corridor from 2015 to 2016, with homicides reporting a decrease of 7% and robberies a decrease of 17%.

## **CompStat 2.0**

In September, 2017, MPD participated in a CompStat 2.0 project with the Police Foundation and the Vera Institute of Justice. CompStat 2.0 seeks to “develop an expanded approach to traditional CompStat models that will enable law enforcement and communities to work together to not only reduce crime and violence, but to address the contemporary conditions that lead to these programs, and to do so in a non-punitive way that is supportive of officers, commanders and the community.” CompStat 2.0 expands metrics used in CompStat to include data central to the success of community policing, including data related to citizen satisfaction, procedural justice, problem-oriented policing, complaints, and use of force. CompStat 2.0’s two-year initial phase includes a national assessment of current CompStat approaches and the development of a prototype that can be customized to different sized departments to better institutionalize community policing. The prototype will assist agencies in making policing decisions consistent with community policing practices.

## **Sherman Park Civil Disturbance**

On August 13, 2016, Sylville Smith was shot and killed by MPD Officer Dominique Heaggan-Brown following a traffic stop and brief foot chase near N. 44<sup>th</sup> St. and W. Auer St. in the Sherman Park Neighborhood. The initial crowd that formed in the area following the incident was non-disruptive; however, the crowd quickly grew by several hundred and became highly agitated. Two nights of unrest followed. Several buildings and vehicles, including a gas station, auto-parts store, hair salon, bank, liquor store and MPD squad car were set on fire. Officers on scene also reported hearing shots being fired at in the area. Chief Flynn directed MPD commanders to assemble a group of key community and faith leaders to discuss options for them to assist in the Sherman Park neighborhood. More than 40 influential community members and organizations met with Chief Flynn and Mayor Barrett at the MPD Emergency Operations Center. This group was vital in assisting MPD in restoring order to the Sherman Park neighborhood. Following the unrest, MPD participated in several events in the Sherman Park neighborhood aimed at bringing the community and police together in a positive environment. Events included neighborhood cleanups, picnics, and football games. The Milwaukee County District Attorney issued charges of first-degree reckless homicide against Heaggan-Brown, which he was later acquitted of. During the investigation of the shooting, several victims reported that Heaggan-Brown had sexually assaulted them. The Milwaukee County District Attorney issued seven sexual assault related charges, which are still open cases. Chief Flynn terminated Heaggan-Brown from the MPD.

*“We had pre-existing relationships with community partners that we were able to ask, and they stepped-up, to go out on the streets to calm the waters and to talk to the young people who were milling about in public spaces waiting for something to happen or waiting for something to do.” – Police Chief Edward Flynn*

## In-house Psychologist

With the assistance of grant funding, MPD hired a department psychologist. The in-house psychologist is available to all members who are experiencing work-related health issues both on- and off-site, and services are both confidential and available at no-cost. The department's psychologist is also assisting with making improvements to the Early Intervention Program and assists with the conduction of confidential debriefs of members involved in critical incidents.

## Delinquency and Court Services (DCSD) GPS Collaborative Effort (GPS MOU)

As of April 3, 2017, the Milwaukee Police Department and Milwaukee County DCSD entered into a collaborative agreement authorizing the sharing of GPS offender data between the two agencies. This pilot program aims to reduce juvenile recidivism and improve outcomes for youth offenders through the increased monitoring of high-risk offenders, currently known as NOC offenders. The use of this data by members of the Milwaukee Police Department's Intelligence Fusion Center encourages personal accountability and compliance with rehabilitative efforts.

## Community Service Officers Onboarded

Community Service Officers are civilian employees who support basic police operations by performing a variety of duties that do not require the attention of sworn personnel. Essential functions of community service officers include:

- Responding to non-emergency, low priority calls for service, including theft, non-injury traffic accidents or vandalism.
- Inspecting property damage and accident sites and taking photos; canvassing for and interviewing witnesses.
- Documenting observations, determining findings and preparing reports.
- Based up investigation and assessment, determining whether sworn law enforcement should be called to the scene.
- Testifying in court and providing depositions.
- Taking and filing complaints from individuals who walk into the Police Districts.
- Assisting Community Liaison Officers with nuisance property investigations.
- Responding to call outs, in cases of severe weather and natural disasters.
- Providing services at special events, including traffic control.



## Opioid Task Force

The Opioid Task Force was created to address the growing opioid related overdose deaths in the city of Milwaukee. The task force includes 16 detectives who focus on the sale and distribution of opioids within the city. Detectives utilize results from a narcotic screening machine that was recently purchased using money from the county and from the city's Byrne Justice Assistance grant. The machine is able to within days, identify the type of narcotics responsible for an overdose. The narcotic screening machine allows the task force to focus their enforcement efforts on specific geographic areas of the city where illegal narcotics are being recovered.

## Traffic Surge

The Traffic Enforcement Surge is an initiative by the MPD, which follows the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model. On October 12, 2017, the MPD implemented the Traffic Enforcement Surge and it is currently an ongoing initiative. Traffic Enforcement Surge activities focus on conducting significant levels of traffic stops following the DDACTS model.

On December 20, 2017, Chief Flynn held a press conference to update the public on the progress of the Traffic Enforcement Surge. Comparing the 62 days prior to the beginning of the Traffic Enforcement Surge to the 62 days following the enactment of the Traffic Enforcement Surge, citywide crime has declined significantly. A 29% reduction in non-fatal shootings, a 9% reduction in robberies, and a 25% reduction in motor vehicle thefts has

been reported. Citywide, car crashes have experienced a 6% decrease. Within the specific Traffic Enforcement Surge areas, traffic stops have increased 56%. Traffic stops resulting in a citation have increased 111% and crashes have declined 12%. When comparing October 16-December 16, 2016 to the same time frame in 2017, the MPD has noted a 15% decline in citywide non-fatal shootings, robbery, and motor vehicle theft. A 136% increase in traffic stops and an 885% increase in citation issuance has been reported. The Department of Transportation preliminary reports a 21% decrease in traffic crashes in the City of Milwaukee.



## Zeidler Listening Circles

MPD has participated in listening sessions along with Safe & Sound and the Milwaukee District Attorney's Office. The mission of the Frank Zeidler Center for Public Discussion is "to foster civil dialogue and invite trust in the midst of difference." The listening circles are an important step in repairing relationships between law enforcement and communities of color in Milwaukee. The circles provide a safe space for law enforcement and the community to participate in facilitated, face-to-face communication to co-create resident-based solutions. The Zeidler Center's Program includes a series of listening circles in five Milwaukee Communities: Harambee, Metcalfe Park, Clarke Square, Sherman Park, and Amani. These listening circles create a platform for greater mutual trust and understanding essential for establishing a constructive, collaborative environment for change.

## **Chief Flynn Invited to Speak at President Obama's Town Hall**

Chief Flynn was invited to speak at President Obama's nationally-televised Town Hall event focusing on race relations and policing in United States and bridging the divide between police and the community. Chief Flynn was asked to explain what he expected to see in the last six months of President Obama's term. He asked the President to figure out a way to cross "parallel conversations" about issues of race and the role of police. Chief Flynn also spoke about racial disparities in victimization rates and easy access to firearms stating, "For the urban police chief in America, we are primarily judged by our ability to lower levels of violence in disadvantaged communities of color. But, in those neighborhoods there is easy access to firearms, to which you've alluded, and there are extraordinary rates of violence. Nationally, African Americans represent 51% of our homicide victims, but 13% of the population. In our cities, it's more like 80%. And like most homicides, offenders look like the people that they victimize. It's an urban tragedy, but the heart of the police dilemma is those neighborhoods that demand our services, need us the most, request us the most, depend upon us the most, for social and historical reasons distrust us. And, when there's a series of critical incidents like we've recently seen, that distrust is in high relief. We can't protect them effectively if we're not trusted."

## **Chief Flynn speaks at Steve Harvey - Race and Policing Town Hall**

Chief Flynn was invited to appear on the Steve Harvey daytime talk show during a town hall meeting focusing on race and policing in the United States after he spoke at President Obama's Town Hall event.

## **Office of Community Oriented Policing (COPS) Photo Contest Winner**

The COPS Office photo contest highlights positive community policing efforts across the country. MPD's photo was selected out of 300 photos submitted by more than 200 agencies. The winning photo features Milwaukee Police Officer Scott Wieting high-fiving a young man during International Walk to School Day.



## **Montenegro Visit**

As part of a collaboration between MPD, the US State Department and US Department of Justice, MPD hosted police officials, judges, and prosecutors from Montenegro. The goal of the visit was to learn more about MPD's training academy, patrol division, evidence inventory system, and criminal investigations division. This was the third time in three years members from Montenegro met with MPD to discuss daily operations.



## **Chief Flynn met with Attorney General Jeff Sessions in Washington DC**

Chief Flynn was invited to meet with Attorney General Jeff Sessions, along with nice other chiefs from the Major Cities Chiefs Police Association, at the Justice Department in Washington DC to discuss ways to reduce violent crime in the United States. Attorney General Jeff Sessions later came to Milwaukee to announce that two additional federal prosecutors would be assigned to the US Attorney's Office in Milwaukee to focus on violent crime. Regarding the announcement, Chief Flynn stated, "We recognize we generate far more arrests than can be handled by the courts as it is, but obviously having the federal venue for our more serious offenders, particularly gun offenders, is very promising".

## **Standard Operating Procedures (SOP) 090 – Prisoners and Booking Update**

MPD updated SOP 090 – Prisoners and Booking following a review by MPDs Critical Incident Review Board of the death of Derek Williams in the back of an MPD squad car. Williams fled from officers on foot and was subsequently arrested for armed robbery. Dash cam video shows Williams gasping for air and asking for help while handcuffed. An initial report from the Medical Examiner stated that the death was caused by the Sickle Cell trait, but was later updated to homicide. The officers involved were not charged criminally and were cleared of any wrongdoing. SOP 090 was updated to direct department members to call for medical attention whenever requested by the prisoner as well as if the person appears to be in medical distress.

## **Byrne Criminal Justice Innovation Grant (\$740,811) funded by the Bureau of Justice Assistance**

This grant funds a 36-month project to support comprehensive, cross-sector, community-based planning for crime prevention and reduction in areas of concentrated violence and disorder in the Amani neighborhood. The Amani grant uses data, evidence, and innovation in partnership with various stakeholders, including law enforcement and community partners, to develop effective strategies and interventions. Furthermore, this grant uses spatial analysis to identify crime hot spots at the micro-level by adopting a place-based component. The reduction of crime is among one of the measures of success. The initial Byrne grant was awarded in 2013.

## **Model Resilience Training Curriculum (\$108,540) funded by the Community Oriented Policing Services Office**

MPD obtained a grant from the Community Oriented Policing Services (COPS) Office to develop and validate a resilience curriculum at its police academy with Dr. Sandra Ramey from the University of Iowa College of Nursing. The goals of the program are to deliver a resilience training program to newly hired recruit officers in the police academy; build organizational capacity via mentorship; measure psychological and physiological variables pre- and post-intervention; and conduct focus groups with recruits. This grant will help law enforcement better identify how to train officers in resilience and stress management at the beginning of their careers.

## **Project Safe Neighborhoods (\$300,000) funded by the Department of Justice, Bureau of Justice Assistance**

The Project Safe Neighborhoods (PSN) Milwaukee Initiative is a commitment to reduce gun and gang crime through partnership and collaboration. This is accomplished through a coordinated intelligence-led policing and enforcement strategy that draws upon problem-solving deterrence and prevention. The goals of the grant include:

- Reducing firearm related homicide and non-fatal shootings in Milwaukee;
- Improving the apprehension and prosecution of perpetrators of gun violence; and
- Increasing the intelligence available on prolific firearm offenders and associates.

To identify Milwaukee's most prolific gun offenders, a high value target (HVT) list was created by analyzing gun crime data and offenses over five years.



## **Crime Gun Intelligence Center (\$1,000,000) funded by the Department of Justice, Office of Justice Programs**

The MPD's Gun Crime Intelligence Center (CGIC) is located in the Intelligence Fusion Center (IFC). The CGIC is an interagency collaboration which focuses on collection, management, and analysis of crime gun data from systems such as National Integrated Ballistic Information Network (NIBIN) and eTrace. The mission of the CGIC is to prevent gun violence through the consistent production of timely, precise, and actionable intelligence concerning gun crimes and to identify armed violent offenders for investigation and targeted enforcement. In 2016, the MPD was awarded \$1,000,000 to increase the processing of all crime guns through the CGIC to assist in firearm-related incident linkages wherein the same firearm was used in multiple incidents. The funding also has been utilized to hire additional staff including a forensic NIBIN technician and crime analyst; obtain NIBIN computer software and equipment; enhance training and partnerships with an independent researcher for evaluation.

## **Karen Simek, Garden Fresh Foods, Homicide**

On January 31, 2017, Karen Simek was shot and killed while walking from her vehicle to Garden Fresh Foods on S. 12<sup>th</sup> St. and W National Ave., where she had been employed as a food technologist for the past 11 years. After almost a year of ongoing investigation, the suspect was arrested and confessed to shooting Simek during an armed robbery in January, 2018.

## **Greg "Ziggy" Zyszkiewicz, Department of Neighborhood Service, Homicide**

On March 22, 2017, Department of Neighborhood Services special enforcement inspector, Greg "Ziggy" Zyszkiewicz was shot and killed while on duty. He was sitting in his personal vehicle near N. 23<sup>rd</sup> and W. Cherry St. when the suspects approached him, armed with a gun, and demanded his vehicle. Zyszkiewicz was shot and the suspect fled the scene without obtaining anything. Shortly after the incident, the MPD took 5 suspects into custody related to the Homicide and Attempted Robbery - Carjacking

## **Andrew Taylor, School Crossing Guard, Hit and Run**

On November 10, 2017, Andrew Tyler, an MPD School Crossing Guard was struck by a vehicle while walking to his crossing guard post. Mr. Tyler suffered major injuries and underwent numerous surgeries. Mr. Tyler was well known in his community and by the children from Kluge Elementary School whom he helped safely cross the street every day. On December 7, 2017, Mr. Tyler died from his injuries. Chief Flynn presented Mr. Tyler's family with MPD's Purple Valor/Purple Star Award, the first awarded to civilian member of the MPD. This medal is presented to members who have been injured or wounded in the direct performance of their duties. The suspect, Terrence Harris, was arrested and charged in December, 2017.

## AWARDS

### Public Relations Society of America – Paragon Award – Communicator of the Year

In 2009, Chief Flynn received the Public Relations Society of America Paragon Award for Communicator of the Year. The Paragon Award recognizes outstanding work in the area of public relations, honor, creative and strategic excellence, and encourages a higher level of performance among public relations professionals.

### Community Advocates – Hope Award

Community Advocates presented the Hope Award to the Homeless Outreach Team for their ground-breaking work to end homelessness. "Milwaukee owes a debt of gratitude to this forward-thinking, brave team which is looking at homelessness in a different, compassionate way," said Joe Volk, Community Advocates Chief Executive Officers. "These officers know many of Milwaukee's chronically homeless people by name. Because of their work, families have been reunited, and men and women who just a few months ago had little chance at a future are now moving toward independent living, and being safe and secure in their own homes."

### International Association of Chiefs of Police Excellence in Law Enforcement Research

In 2011, the MPD was awarded the IACP Excellence in Law Enforcement Research award. This award recognizes law enforcement agencies that demonstrate excellence in conducting and using research to improve police operation and public safety. The goal of this award program is to promote the value and sustainability of effective research, in particular, research partnerships among law enforcement agencies and university-based researchers.

### Webby Award – Best Government Site – The Source

The MPD and Milwaukee-based Cramer-Krasselt won the Webby Award for Best Government Site for "The Source". The award is given to sites providing information and services pertaining to government matters. Including sites that enable online citizen action, offer self-help information, publish government documents and forms, and provide access to services provided by government agencies.

### Westlawn Gardens – Cultivating Healthy Neighborhoods

The MPD was presented with the Cultivating Healthy Neighborhoods Award for collaboration with the City of Milwaukee Housing Authority and community partners in the development of Westlawn Gardens. Westlawn Gardens began as a redevelopment of retail space on W. Silver Spring Dr. and N. 60<sup>th</sup> St. The project included the development of multi-family buildings, townhomes, and single family-home for more than 300 residents, retail space, and a partnership with Growing Power to create community gardens for residents.

### Cambridge University Police Executive Programme Sir Robert Peel Medal for Outstanding Leadership in Evidence-Based Policing

Chief Edward Flynn was presented with the Cambridge University Police Executive Programme Sir Robert Peel Medal for Outstanding Leadership in Evidence Based Policing in 2014. This award was first presented in 2012 and named after the founder of Metropolitan Police Service at Scotland Yard. The winners of this award are selected by the academics and practitioners teaching in the Programme.



## **George Mason University – Evidence Based Policing Hall of Fame**

Chief Flynn was inducted into the George Mason University, Evidence Based Policing Hall of Fame in 2014. This honor recognizes innovative law enforcement practitioners who have been central to the implementation of a high-quality research program in their agency and also are relentless champions of institutionalizing evidence-based practices. The leaders of evidence-based policing not only help make high-quality police scholarship possible, but also advance significant reforms in policing by utilizing science in their decision making.

## **International Association of Chief of Police (IACP)/Motorola Webber Seavey Award for Quality in Law Enforcement**

In 2014, Chief Flynn and the MPD were awarded the IACP Motorola Webber Seavey Award for Quality in Law Enforcement, the highest award given by the IACP. It promotes and recognizes quality performance by agencies around the globe. The award is named for Chief of Police Webber S. Seavey, the IACP's first president, who exemplified the dedication to the profession and problem-solving. The award helps agencies exchange ideas and solutions so that others can learn and benefit. This sharing is the ultimate goal of the award.

## **International Association of Chiefs of Police Excellence in Victim Services Award – Honorable Mention**

MPD worked in partnership with the Sojourner Family Peace Center to prevent and intervene in the cycle of domestic violence. The partnership resulted in a governed response by legislators with the passage of several 2014 Wisconsin State Legislative bills: Safe Act, Assembly Bill 176, and Senate Bill 160.

Assembly Bill 176 closes loopholes and strengthens protections for domestic abuse victims. It allows victims of stalking to seek a domestic abuse restraining order, makes it harder to vacate a Temporary Restraining Order by closing a loop hold in the current law, allows a judge to prohibit all contract with the victim through a harassment restraining order, ensures child abuse restraining order hearings are closed and the records are sealed, and prohibits charging guardian ad litem fees to child victims and their non-offending parent.

Senate Bill 160 improves access to services for victims of domestic violence by requiring law enforcement officers to inform them of shelters and services in their community, give notice of legal rights, and provide a statement informing the victim of steps to take to plan for their safety. The bill also requires the WI Department of Administration to maintain and give the WI Department of Justice a system to allow district attorneys to manage and share case information.

## **International Association of Chiefs of Police Excellence in Law Enforcement Research Silver Award**

In 2014, the MPD was awarded the IACP Excellence in Law Enforcement Research award. This award recognizes law enforcement agencies that demonstrate excellence in conducting and using research to improve police operation and public safety. The goal of this award program is to promote the value and sustainability of effective research and, particularly, research partnerships among law enforcement agencies and university-based researchers.



## **University of Wisconsin Milwaukee Agency Research Collaboration Award in Criminal Justice**

In 2014, MPD was awarded the University of Wisconsin- Milwaukee Agency Research Collaboration Award in Criminal Justice for participation in the Helen Bader School of Social Welfare Internship program.

## **MetLife Foundation – Excellence in Gang Prevention and Youth Safety**

The Holton Youth and Family Center houses a collaborative comprised of service organizations and institutions, including Wisconsin Community Services, Running Rebels, the Milwaukee County District Attorney's Office, Safe & Sound, and Above the Clouds. According to LISC, together the organizations have reduced poverty, unemployment, school dropout rates and crime by providing programming focused on academic support, mentoring, and positive interaction with MPD.



## **MetLife Foundation – Excellence in Neighborhood Revitalization**

Riverworks Development, Corp. is a non-profit organization that works to stimulate economic prosperity for residents and businesses in the Riverworks neighborhoods. The Excellence in Neighborhood Revitalization award was presented to Riverworks Development Corp. for its collaboration with the MPD, Community Prosecution Unit, City Attorney's Office, Safe & Sound, and LISC Milwaukee in neighborhood development and crime reduction in the Harambee neighborhood. The effort between MPD and residents led to the closing of a bar in the neighborhood that was a magnet for shootings and other violent crime. The closure resulted in a drop in reported crime in a five-block area.

## **MetLife Foundation – Excellence in Civic Engagement**

The United Methodist Children's Services (UMCS) accepted this award on behalf of Washington Park Partners, which leads the Washington Park Partners Sustainable Communities Initiative. The collaborative effort was centered on enhancing public safety and engaging area residents with help from a range of community groups, including the MPD. UMCS, along with MPD, organized a Landlord Alliance to rehabilitate blighted properties and hosted numerous neighborhood cleanups, block parties, and beautifications projects.

Another project paired residents located within “hot spots” with police officers, who were able to explain how to use Milwaukee’s online crime reporting system. MPD and community organizers also held workshops for youth to reduce crime and improve mutual understanding.

## **Milwaukee County Substance Abuse Prevention Coalition Partnership Award**

In 2015, the MPD was awarded the Milwaukee County Substance Abuse Prevention Coalition Partnership award for collaboration with the Milwaukee Metropolitan Sewerage District and CVS pharmacy to develop a prescription drug mail-in program for Milwaukee residents to dispose of unused prescription medications.

## **MetLife Foundation – Excellence in Civic Engagement**

The MPD partnered with the Dominican Center in the formation of Amani United. Amani United created block advocate groups, conducted neighborhood cleanups, held anti-violence vigils, vacant lot events, beautification efforts, and participated in the rebirth of Moody Park. As a result, hundreds of residents participated in events throughout the two years and the area experienced a decrease in crime.

## **MetLife Foundation – Excellence in Neighborhood Revitalization and Economic Vitality**

Milwaukee Habitat for Humanity began a neighborhood revitalization strategy in Washington Park with the goal to increase property values, decrease crime, and build a strong network of homeowners. MPD assisted in selecting parcels for home development and rehabilitation. MPD also increased enforcement efforts in these geographic areas by collaboratively working with landlords to identify drug and other illegal activity and provide proper enforcement action. As a result, violent crime decreased on blocks where Habitat for Humanity implemented housing projects.

## **Herman Goldstein – Excellence in Problem-Oriented Policing**

The MPD was recognized for its collaboration with Washington Park Partners to abate nuisance properties and improve overall safety in the Washington Park neighborhood. The block-by-block approach included remediation of vacant properties, improved lighting and site lines, connecting residents to social services and employment opportunities, and encouraging resident involvement in block clubs and other civic opportunities. The innovative and targeted approaches were enabled by federal investment through the Byrne Criminal Justice Innovation (BCJI) program, administered by the US Department of Justice – Bureau of Justice Assistance (BJA).

## **Police Executive Research Forum – Leadership**

Chief Flynn was presented with the Police Executive Research Forum Leadership Award, an award that recognizes individuals who have made outstanding contributions to the field of law enforcement and who exemplify principles and standards of true leaders in policing on a national level. Chief Flynn was nominated for this award by Dr. George Kelling of Rutgers University.

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*Chief Flynn brings important qualities to the policing profession: a brilliant intellect and a commitment to research and evidence-based practices, a tireless determination to improve every department he leads, and an outspoken passion for justice and for improving people's lives.*

*One of the issues that Chief Flynn is most passionate about is gun violence. Many of us have heard Ed talk about his single-handed efforts to fight the NRA's stranglehold on the Wisconsin legislature. Ed is interested in achieving results, not making speeches. Under his leadership, Milwaukee is one of three cities that have worked with ATF to create a Crime Gun Intelligence Center. He also developed a gunshot detection system that reduced firearm incidents in one neighborhood by 42 percent. And he is well-known for shutting down a gun store near Milwaukee that had been identified by ATF as the #1 seller of crime guns in the nation.*

*Ed also has strong academic credentials and has supported research on domestic violence reduction, hot spots policing, and other issues in the departments where he has served as chief. He writes for academic journals, including a paper last year for the Harvard Kennedy School on the changing nature of leadership in policing.*

*In my views, the Leadership Award for Ed Flynn is long overdue. Chief Flynn is the definition of leadership in policing.*

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## FBI National Executive Institute Associates – Penrith Award

Chief Flynn was presented with the Penrith Award, a unique honor given to a law enforcement executive who is selected by past recipients of this coveted award. Eligible members are graduates of the FBI National Executive Institute and are nominated by a fellow graduate. National leadership, courage in the face of adversity, and substantial or innovative contributions to the administration of law enforcement are among the traits considered by the selection committee. The Penrith Award is named in honor of a prominent Chicago businessman slain during an Armed Robbery. Mr. Penrith's son, Gary Penrith, a retired FBI Special Agent in Charge, is a past president of the FBI - NEIA.

## INTERNATIONAL ASSOCIATION OF CRIME ANALYSTS AWARDS

- 2012** 3rd Place Analytic Product- Statistical Reporting (Crime, Traffic and Subject Stop Data Analysis)  
3rd Place Analytic Product- Crime Mapping (Washington Park Byrne)
- 2013** 1st Place Analytic Product- Crime Mapping (District 6 Calls for Service and Part 1 Crime)
- 2014** 3rd Place Analytic Product- Crime Mapping (Emerging Hotspots)
- 2015** 3rd Place Analytic Product- Crime Mapping (ShotSpotter Hotspots)
- 2016** 1st Place Analytic Product- Crime Mapping (Violence Reduction Network)  
2nd Place Analytic Product- Crime Mapping (Franklin Heights)  
2nd Place Analytic Product- Intelligence Product (Network of Criminals List)
- 2017** IACA Innovations Award (Network of Criminals Program)  
2nd Place Analytic Product- Intelligence Charting (NIBIN Investigation)  
3rd Place Analytic Product- Statistical Report (Promise Zone Initiative)

## SELECTED MEDIA AND PUBLICATIONS

- **Governing Magazine – John Buntin – “Milwaukee Police Give 911 a Facelift,” September 28, 2012.**  
<http://www.governing.com/topics/public-justice-safety/gov-milwaukee-police-911-facelift.html>
- **Politico article, “How Milwaukee Went Soft on Crime – Any why it worked,” November 10, 2014.**  
<https://www.politico.com/magazine/story/2014/11/milwaukee-soft-on-crime-112740>
- **ABC News, Nightline – “How Milwaukee Police Chief Reacted to Own Ferguson,” December 12, 2014.**  
<http://abcnews.go.com/Nightline/video/milwaukee-police-chief-reacted-ferguson-27575309>
- **UpFront with Mike Gousha – “Chief Flynn December 2014 Interview with Mike Gousha,” December 7, 2014.**  
[http://s3.amazonaws.com/TVEyesMediaCenter/UserContent/274993/4344755.9754/WISN\\_12-07-2014\\_09.00.37.mp4](http://s3.amazonaws.com/TVEyesMediaCenter/UserContent/274993/4344755.9754/WISN_12-07-2014_09.00.37.mp4)
- **TIME Magazine – Chief Ed Flynn – “Milwaukee Police Chief Ed Flynn: Officers are Depressed by the Current Climate,” April 9, 2015.**  
<http://time.com/3814703/milwaukee-police-chief-ed-flynn-officers-are-depressed-by-the-current-climate/>
- **The Aspen Institute – “State of Race in American 2015: Policing in American after Ferguson and Garner,” May 2015.**  
<https://www.youtube.com/watch?v=GYvHYM5RFF8>
- **Marquette University Law School, “On the Issues: Ed Flynn, Police Chief of Milwaukee,” August 2015.**  
<https://law-media.marquette.edu/Mediasite/Play/23db196257b04513af00d3d0aaf91b6e1d>
- **Harvard Law and Policy Review – Chief Edward Flynn – “Miranda and the Evolution of Policing,” February 10, 2016**  
[http://harvardlpr.com/wp-content/uploads/2016/02/10.1\\_7\\_Flynn.pdf](http://harvardlpr.com/wp-content/uploads/2016/02/10.1_7_Flynn.pdf)
- **ABC News – President Obama Town Hall, July 14, 2016.**  
<https://www.youtube.com/watch?v=3mYGOGDo93A>
- **Police Foundation – Chief Edward Flynn – “Raising Our Standards Above Criminal Culpability,” November, 2016.**  
<https://www.policefoundation.org/raising-our-standards-above-criminal-culpability/>
- **CBS This Morning, “How a Milwaukee police department is training cops to be less biased,” October 21, 2017.**  
<https://www.cbsnews.com/videos/how-a-milwaukee-police-department-is-training-cops-to-be-less-biased/>

# MPD Highlights in 2017

- Total Part I crime declined 4% in 2017 from 2016.
- Homicide decreased 16% in 2017 from 2016.
- Robbery declined 11% in 2017 and was the **lowest in 11 years**.
- Citywide carjackings decreased 12% in 2017 from 2016.
- Auto thefts declined 12% in 2017 from 2016.
- 2017 was the **second lowest year** in burglaries in 11 years.
- 2017 was the **lowest year** in theft since 2007.
- 2,759 guns were taken off the streets.

# NIBRS Citywide Part I Crime Trends

Offense	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	16-17 Change	07-17 Change
Homicide	105	71	72	95	87	91	105	86	147	142	119	-16%	13%
Rape	479	392	375	299	341	388	395	390	428	466	442	-5%	-8%
Robbery	3,555	3,264	3,197	2,968	3,114	3,125	3,321	3,585	3,777	3,300	2,941	-11%	-17%
Aggravated Assault	4,240	4,051	3,251	3,084	2,851	3,795	3,665	3,902	4,285	4,361	5,077	16%	20%
Burglary	6,046	6,395	6,608	6,224	7,136	7,117	6,620	6,112	5,654	5,961	5,709	-4%	-6%
Auto Theft	7,723	6,540	4,881	4,317	4,547	4,801	4,382	6,654	7,380	6,171	5,448	-12%	-29%
Theft	21,436	20,283	19,692	18,160	16,045	14,467	12,987	12,063	10,783	11,013	10,580	-4%	-51%
Arson	350	320	359	250	273	309	293	280	225	312	314	1%	-10%
Violent Crime	8,379	7,778	6,895	6,446	6,393	7,399	7,486	7,963	8,637	8,269	8,579	4%	2%
Property Crime	35,555	33,538	31,540	28,951	28,001	26,694	24,282	25,109	24,042	23,457	22,051	-6%	-38%
Part I Crime	43,576	41,011	38,089	35,132	34,098	33,770	31,280	32,587	32,255	31,361	30,107	-4%	-31%

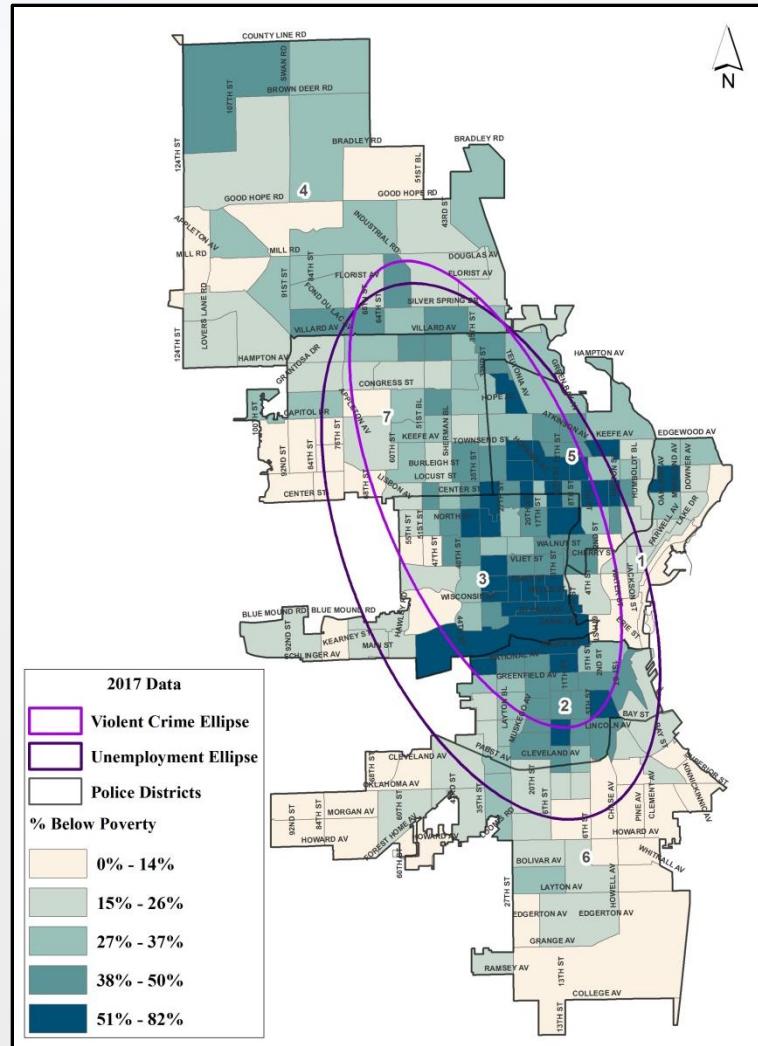
Homicide data was retrieved from the OMAP Homicide Database and counts victims for the time period of January 1– December 31, 2007-2017. Crime data was retrieved from the Records Management System (RMS) based on the reported date and counts distinct incidents for the time period of January 1 – December 31, 2007-2015. 2016 & 2017 crime data was retrieved from the Daily Crime and Service (DCS) and counts distinct incidents based on the reported date for the time period of January 1 – December 31, 2016-2017.

# Preliminary 2017 Homicide Rates in Selected Cities

Location	Population	Persons in Poverty	2017 Homicides	2017 Homicide Rate Per 100,000
St. Louis	311,404	27%	205	65.83
Baltimore	614,664	23%	343	55.80
New Orleans	391,495	26%	157	40.10
Detroit	672,795	39%	267	39.69
Cleveland	385,809	36%	130	33.70
Kansas City, MO	481,420	18%	150	31.16
Memphis	652,717	28%	199	30.49
Chicago	2,704,958	22%	650	24.03
Cincinnati	298,800	30%	71	23.76
Philadelphia	1,567,872	26%	315	20.09
<b>Milwaukee</b>	<b>595,047</b>	<b>28%</b>	<b>119</b>	<b>20.00</b>
Pittsburgh	303,625	22%	58	19.10
Columbus	860,090	21%	140	16.28
Dallas	1,317,929	23%	166	12.60
Houston	2,303,482	22%	269	11.68
Los Angeles	3,976,322	22%	280	7.04
New York City	8,537,673	20%	290	3.40

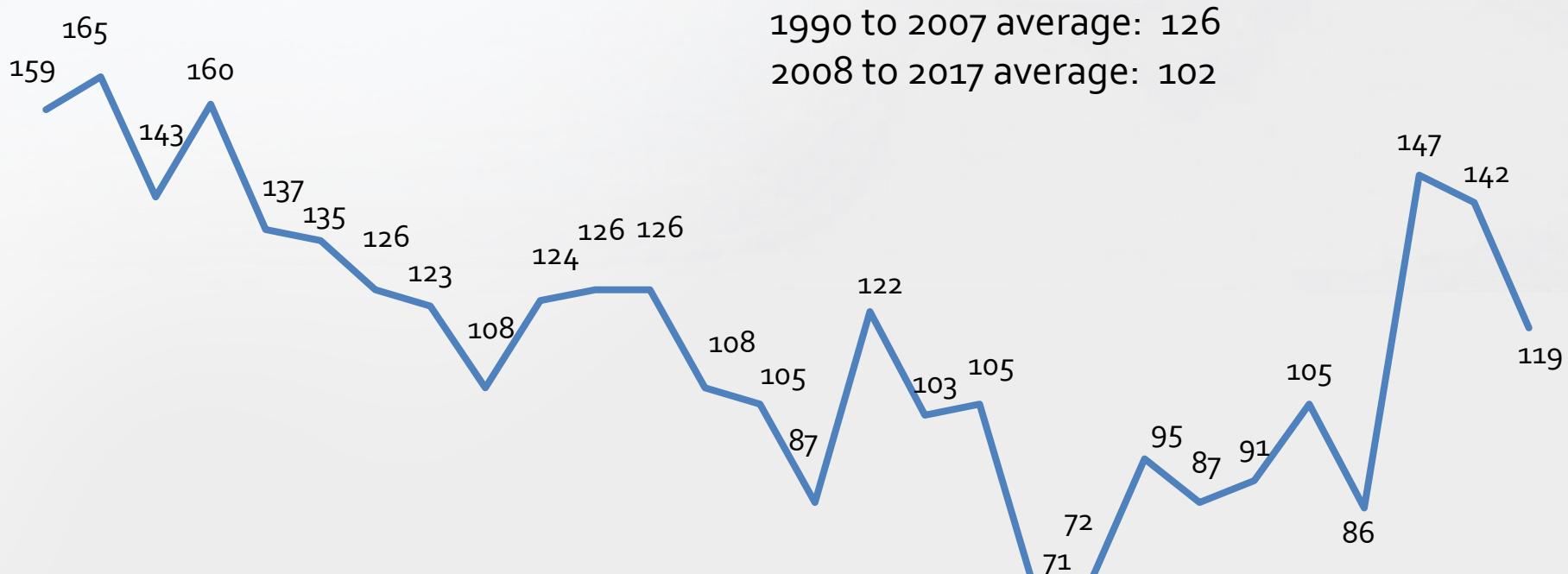
Reflects preliminary findings and will be updated with official statistics upon release. Homicide data obtained from the Chicago Police Department Homicide Desk as of January 2, 2018. Baltimore homicide data obtained from the Baltimore Sun, January 1, 2018; Cincinnati homicide data obtained from the Cincinnati Police Department, STARS Report, as of December 30, 2017; Cleveland homicide data obtained from the Plain Dealer, January 1, 2018; Columbus homicide data obtained from the Plain Dealer as of December 27, 2017; Detroit homicide data obtained from the Detroit Free Press, January 1, 2018; Kansas City homicide data obtained from the Kansas City Star, January 1, 2018; Memphis homicide data obtained from the Commercial Appeal, January 1, 2018; and New Orleans homicide data obtained from The Times-Picayune, January 1, 2018. Population data obtained from the U.S. Census Bureau, 2016 Population Estimates. Persons in poverty obtained from the 2012-2016 ACS, 5 Year Estimates.

# Violent Crime in 2017 & Socio-Economic Indicators



- Violent crime is disproportionately concentrated in areas that also experience high levels of socio-economic disadvantage, including poverty and unemployment.
- 68% of violent crime and unemployment in the City of Milwaukee are contained within the ellipses.

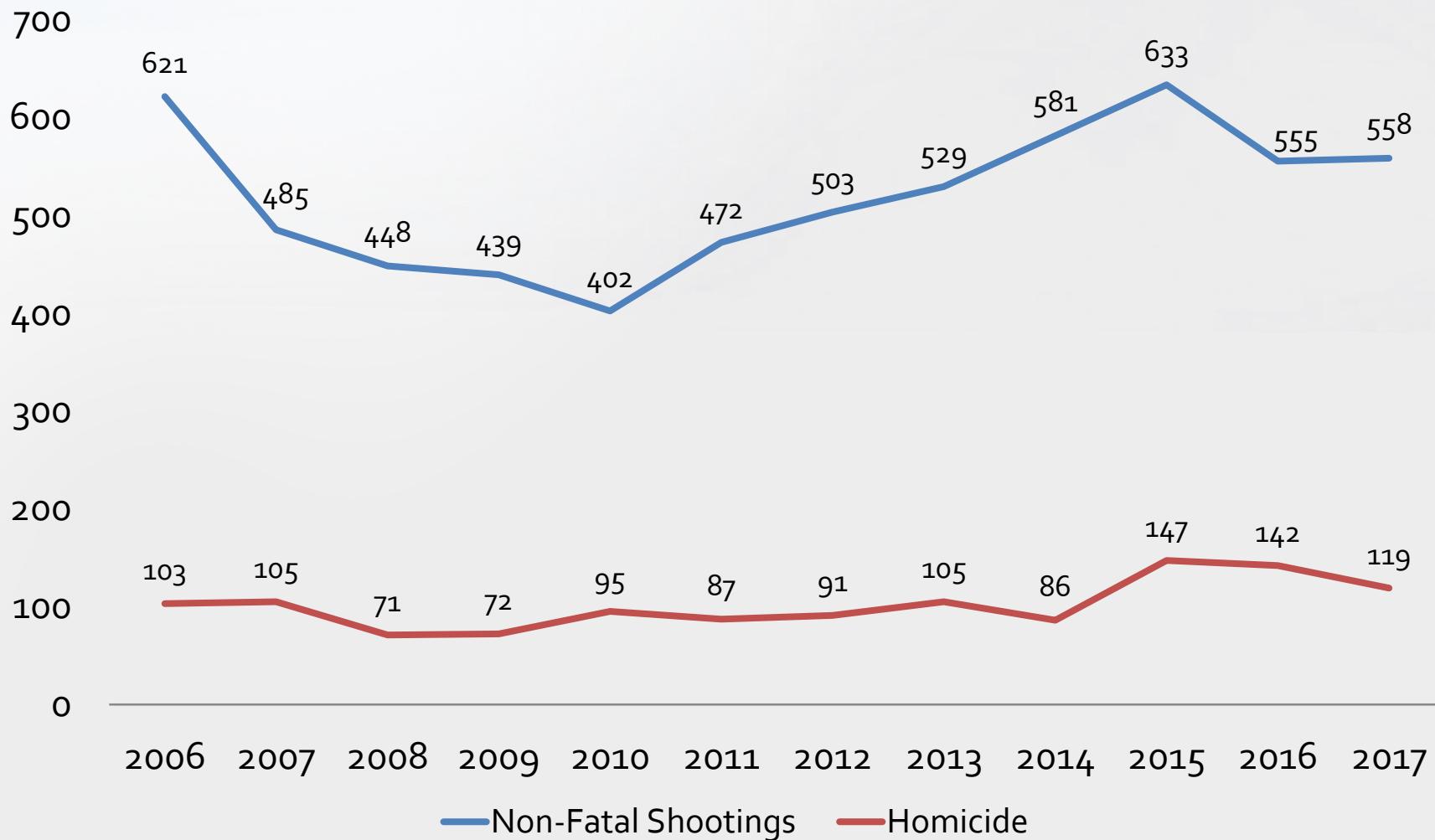
# Homicides, 1990 to 2017



Over the past 28 years, six out of the seven lowest years in homicide occurred during Chief Flynn's tenure.

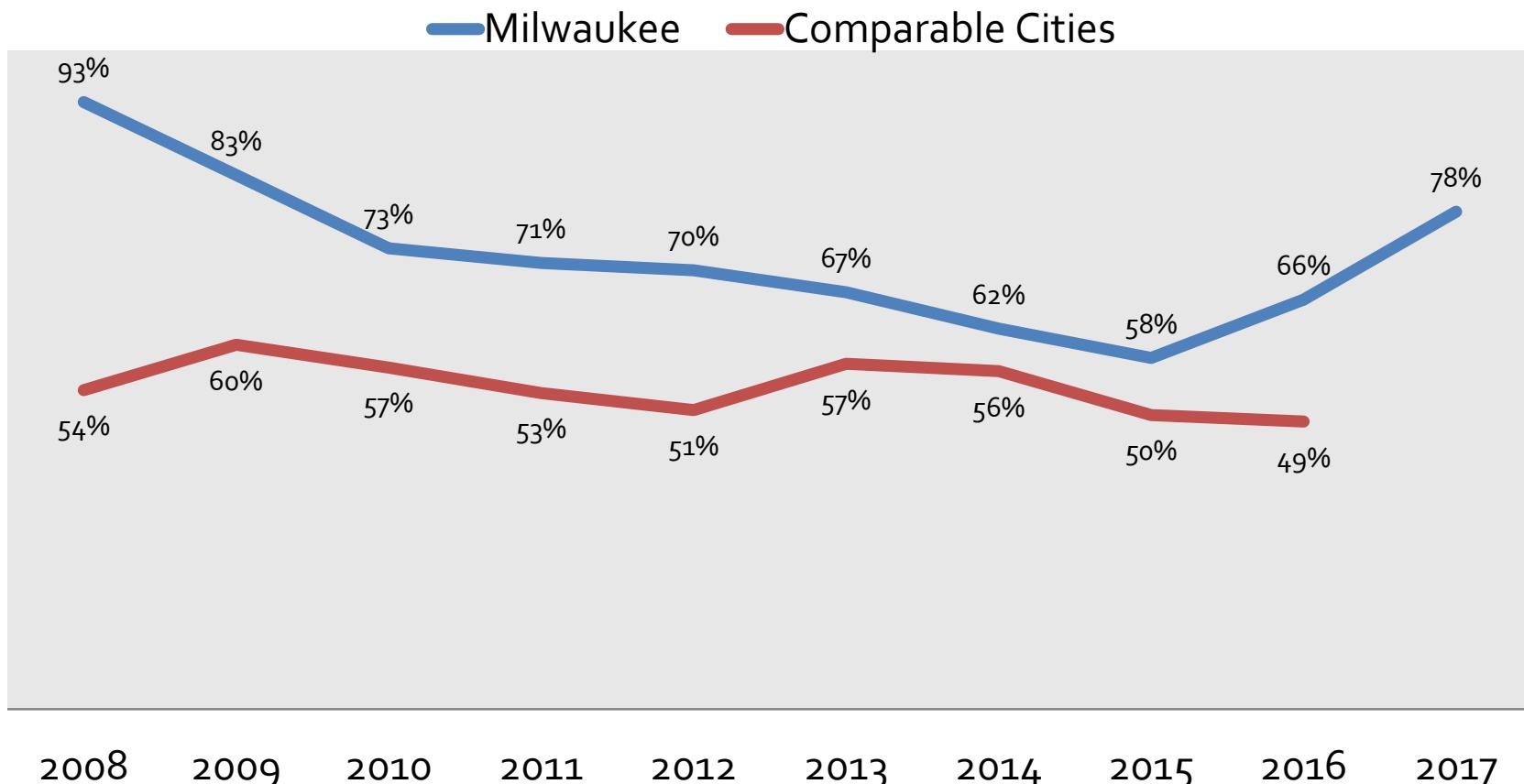
1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

# Non-Fatal Shootings & Homicide



# Milwaukee & Comparable City Homicide Clearances, 2008 to 2017

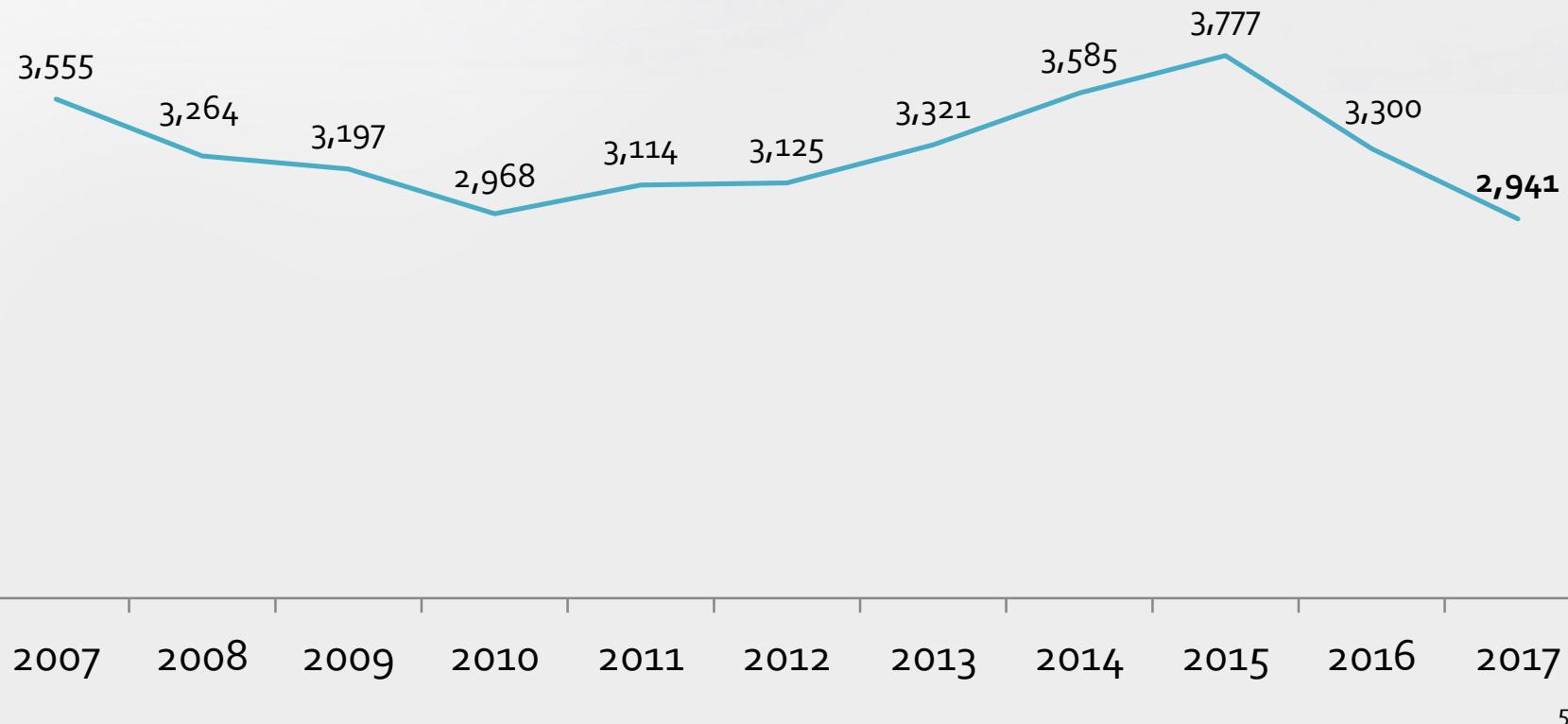
## Homicides Cleared by Arrest or Exception\*



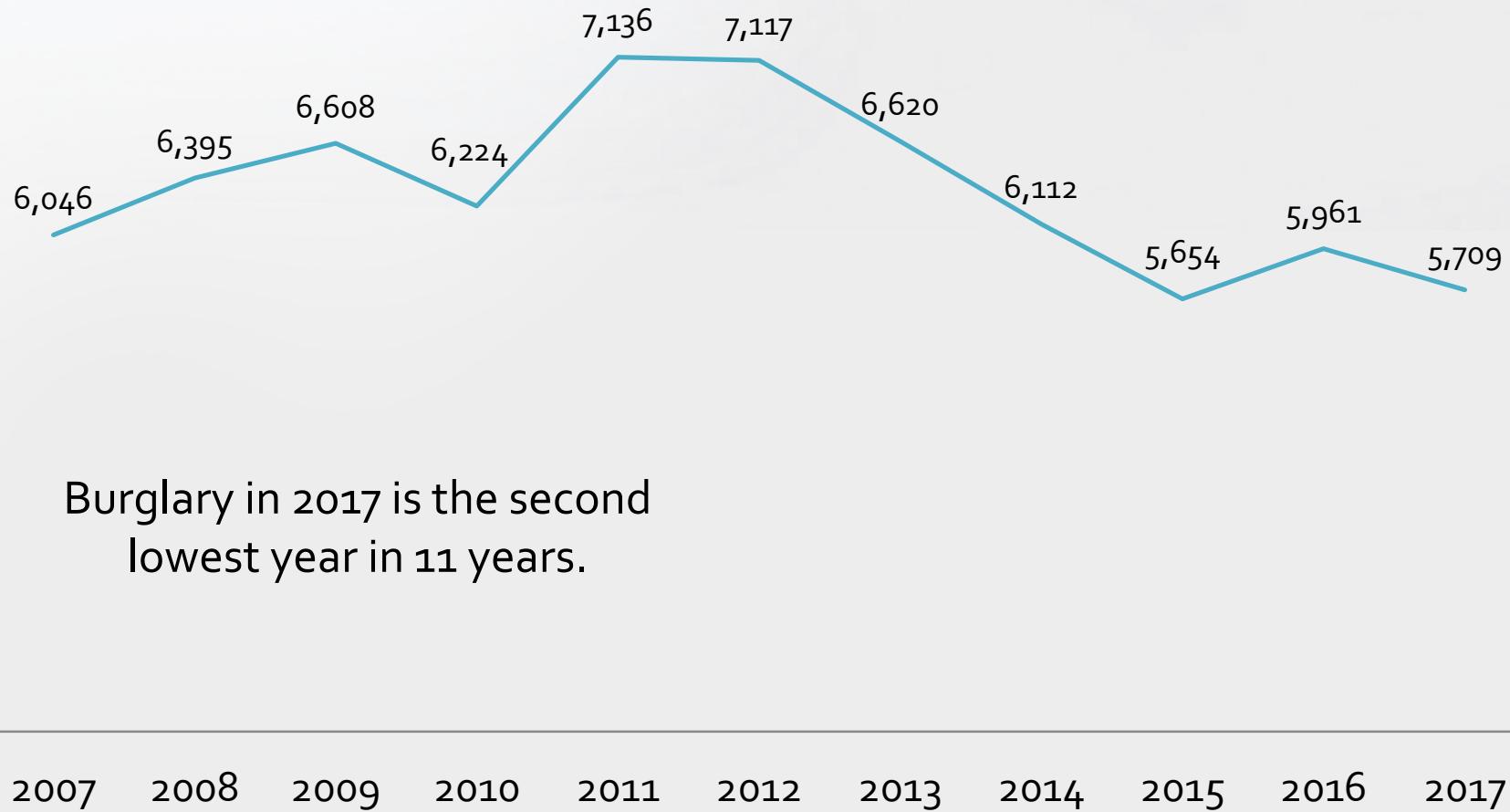
Milwaukee clearance data obtained from the Metropolitan Investigations Division for 2008 to 2017. \*Comparable city clearances obtained from the FBI UCR Table 25, Percent of Offenses Cleared by Arrest or Exceptional Means by Population Group (500,000 to 999,999). An exceptional clearance allows law enforcement to clear a homicide under specific circumstances when an offender may not be taken into custody and/or prosecuted for an offense (e.g. death of the offender in a murder/suicide).

# Robbery

Robbery in 2017 is the lowest  
in 11 years and has declined  
17% since 2007.

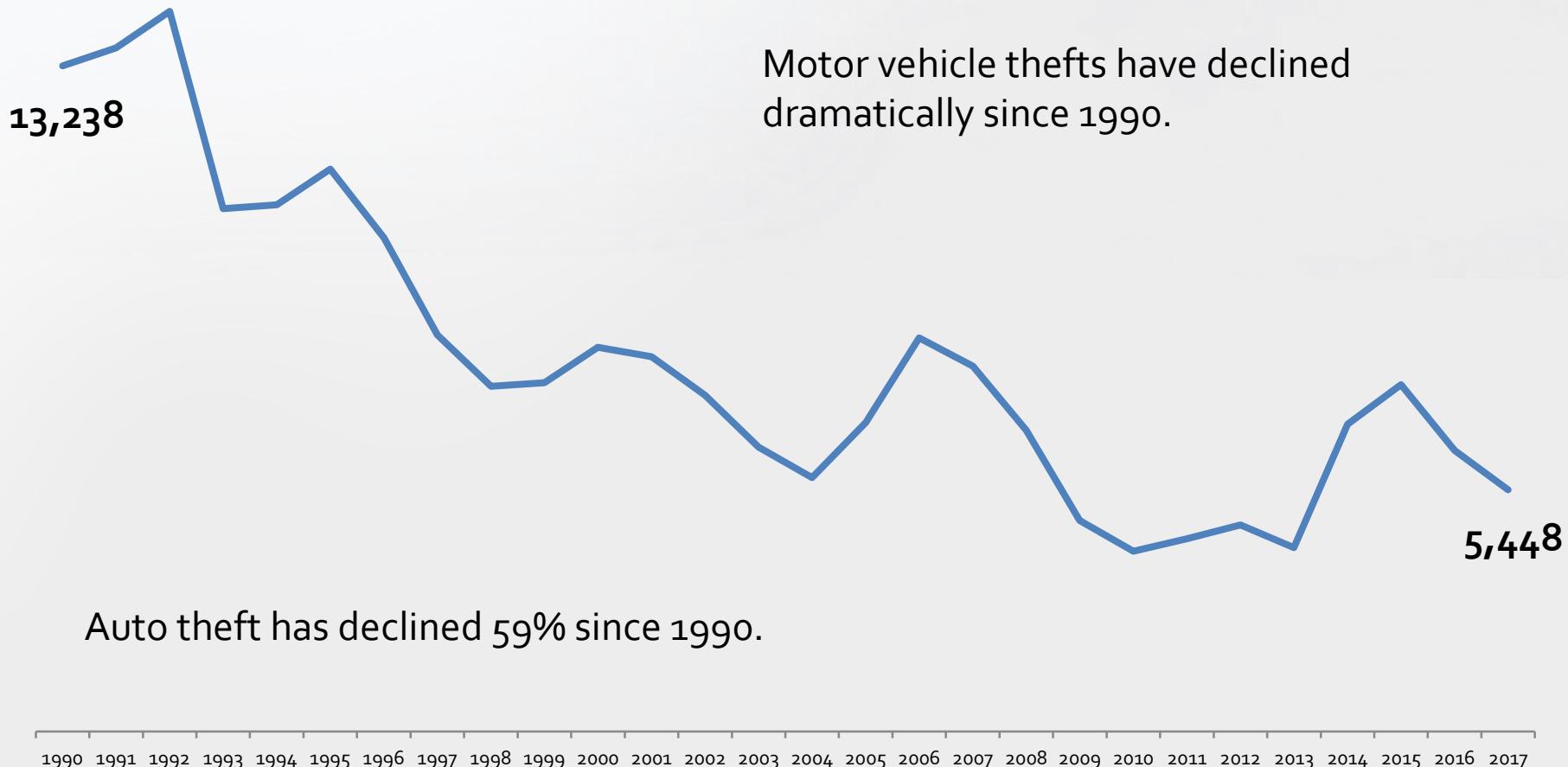


# Burglary



Burglary in 2017 is the second  
lowest year in 11 years.

# Auto Theft, 1990 to 2017



Motor vehicle thefts have declined dramatically since 1990.

Auto theft has declined 59% since 1990.

1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

# Gun Recoveries in 2016

City	Population (2010)	Gun Recoveries 2016	Rate per 100,000
Milwaukee	594,833	2016: 2,419 2017: 2,759	2016: 406.67 2017: 463.83
Philadelphia	1,526,006	3,865	253.28
Chicago	2,695,598	6,644	246.48
Los Angeles	3,792,621	5,908	155.78
New York City	8,175,133	3,583	43.83

MPD Firearm Seizures



Source: Milwaukee Police Department

Sources: University of Chicago Crime Lab. (2017). Gun Violence in Chicago, 2016. Retrieved from:

<https://urbanlabs.uchicago.edu/attachments/store/2435a5d4658e2ca19f4f225b810ce0dbdb9231cdb8d702e784087469ee3/UChicagoCrimeLab+Gun+Violence+in+Chicago+2016.pdf>. Milwaukee gun recoveries obtained from WinACE. Population statistics obtained from the U.S. Census Bureau, Population Estimates, 2010.

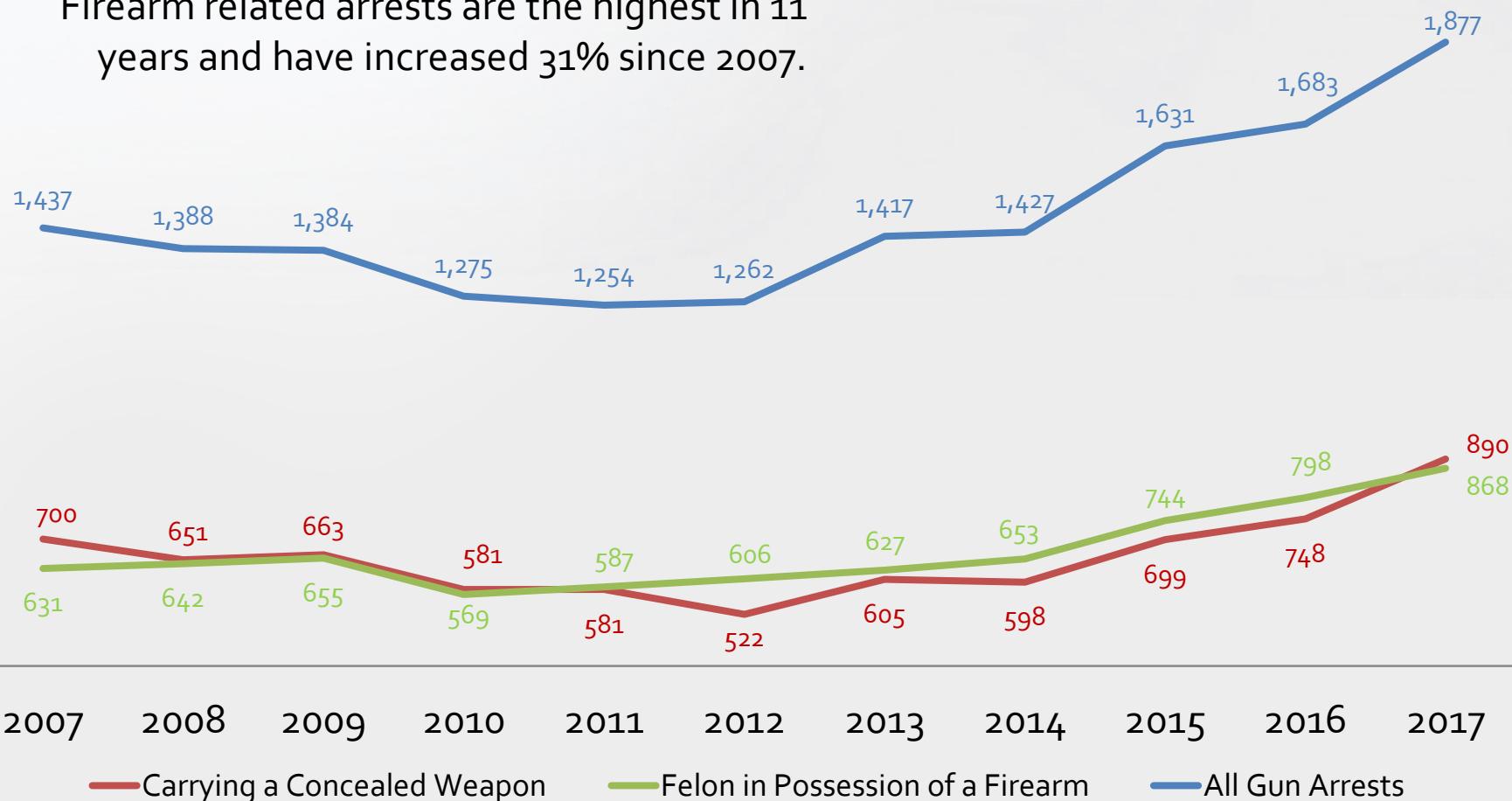
# Gun Recoveries, 2007 to 2017

Year	Guns Recovered	Evidence Guns	% Evidence*
2007	2,657	1,861	70%
2008	2,362	1,697	72%
2009	2,344	1,761	75%
2010	2,118	1,601	76%
2011	1,973	1,528	77%
2012	1,983	1,517	77%
2013	1,922	1,603	83%
2014	2,291	1,902	83%
2015	2,504	2,116	84%
2016	2,419	2,037	84%
2017	2,759	2,369	86%

- Guns recovered in 2017 (2,759) is the **highest since 2007** (2,657).
- In 2017, gun recoveries increased 14% from 2016.
- 25% (680) guns were recovered from traffic stops and subject stops in 2017.
- The proportion of firearms seized as evidence guns in 2017 is the **highest in 11 years**.

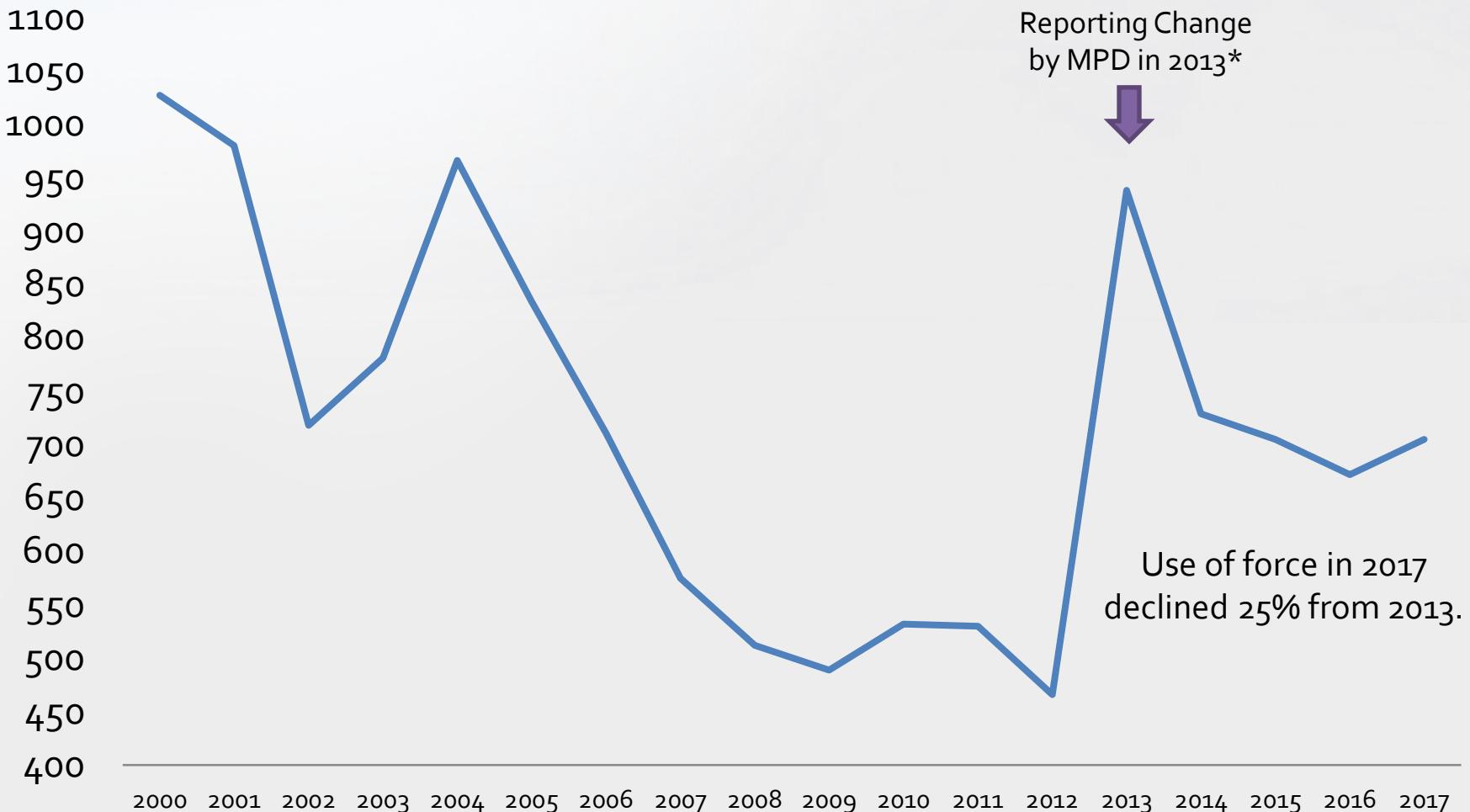
# Gun Arrests in the City of Milwaukee

Firearm related arrests are the highest in 11 years and have increased 31% since 2007.



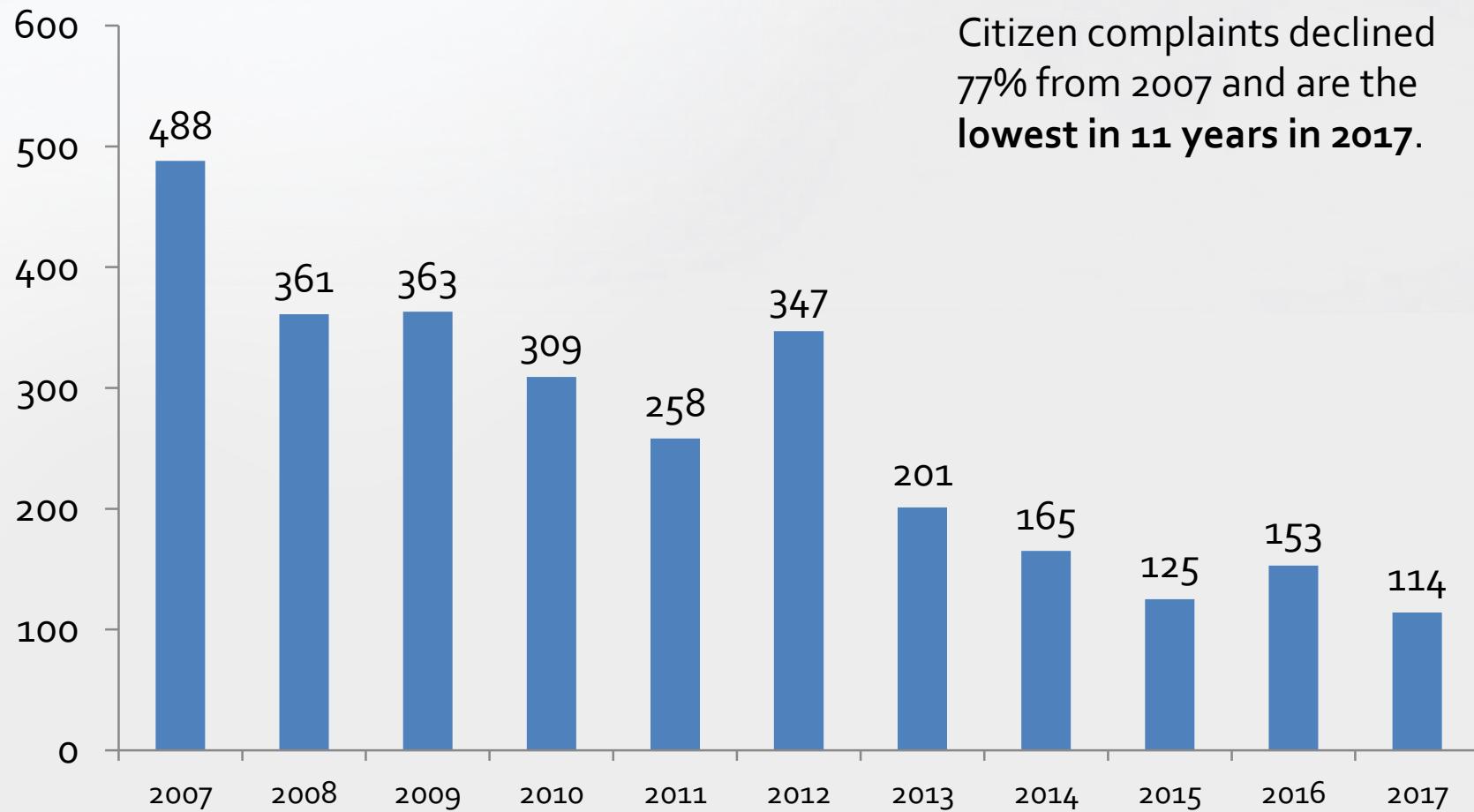
All firearm related arrests include arrests for carrying a concealed weapon, felon in possession of a firearm, possession of a short barreled shotgun/rifle, pointing and aiming, endangering safety/use of a dangerous weapon, endangering safety/reckless use of a firearm, pointing a firearm at a LE officer, discharging a firearm from a vehicle towards person, building, or vehicle, discharging a firearm toward a vehicle or building, discharging a firearm from within 100 yards of a building, possession of a firearm while intoxicated, possession of a firearm adjudicated delinquent, possession of a firearm contrary to court order or injunction, furnishing firearm to an unauthorized person, receiving stolen firearm or stolen property (\$5,000 to \$10,000), leaving a loaded firearm near a child, and discharging a firearm in a school zone. Gun arrest charges provided by the WI Department of Justice and counts distinct arrests for the time period of January 1 – December 31, 2007-2017.

# Use of Force Incidents



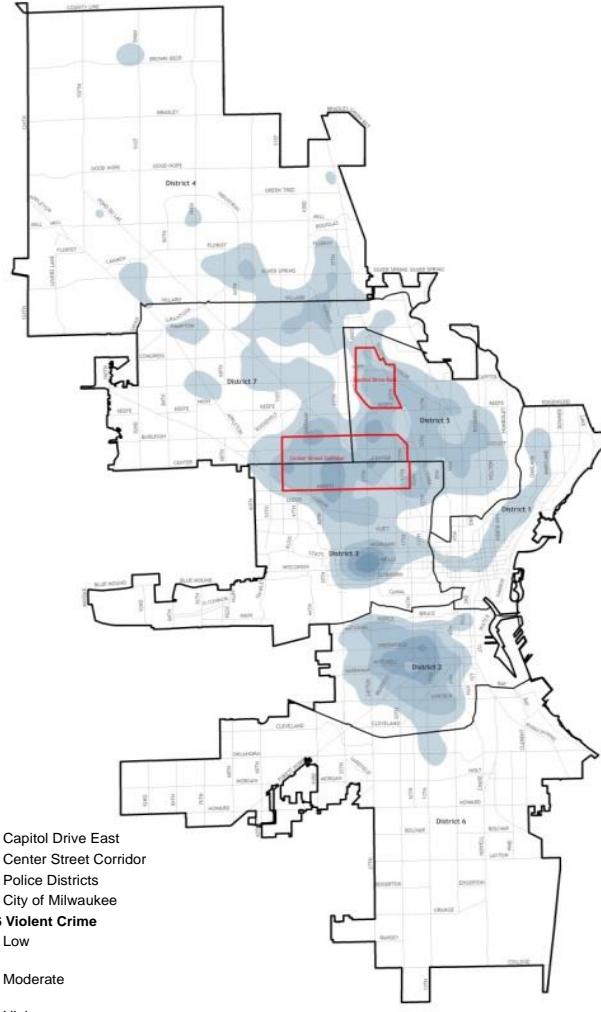
Data was obtained from the Internal Affairs Division and counts distinct incidents for the time period of January 1 – December 31, 2000-2017. \*On January 1, 2013, the use of force reporting requirement was modified by MPD to include bodily force without injury, resulting in an increase in the use of force. Thus, 2000 to 2012 may not be compared to 2013 to present.

# Citizen Complaints



Citizen complaints declined 77% from 2007 and are the **lowest in 11 years in 2017**.

# Milwaukee Public Safety Partnership: Overview



- The goal of the Public Safety Partnership in Milwaukee, Wisconsin is the 20% reduction in firearm related violent crime within the Center Street Corridor (16th to 51st Street, Burleigh to North Avenue). A focus exists around reducing major crimes including homicide, robbery, aggravated assault, motor vehicle theft, and calls for service within the Corridor.
- 10% of violent crime and 11% of priority 1 calls for service in Milwaukee occur within the Center Street Corridor (2.3 square miles). In 2017, 18% of all non-fatal shootings occurred in the Center Street Corridor.
- The Center Street Corridor is historically challenged by high poverty (39%), and unemployment (16%).
- The Public Safety Partnership includes partnerships between the Milwaukee Police Department (MPD), Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco and Firearms (ATF), United States Marshals Service (USMS), Milwaukee County District Attorney, and United States Attorneys Office to collectively focus on a single initiative in Milwaukee.
- The Milwaukee Police Department expanded the geographic boundaries to include the Capitol Drive East area.

# Milwaukee Public Safety Partnership: CompStat

- As part of Milwaukee's PSP Strategic Plan, the partners developed a new Compstat model that provides a collaborative and proactive environment among local, county, state and federal executives from agencies to promote ongoing communication and accountability through analysis and reporting of violent crime metrics.
- CompStat includes statistics on the following outcomes: Homicide, non-fatal shootings, Part 1 Crime, firearm-related violent crime, ShotSpotter activations, carjackings, disorder calls for service and clearance rates.
- Milwaukee Public Safety Partnership CompStat meetings include statistics on the following outputs: Robbery Task Force arrests, gun arrests, gun recoveries, NIBIN investigations, search warrants, drug seizures, proactive activity, and community engagement.
- Partners attending CompStat include the Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco and Firearms (ATF), United States Marshals (USMS), Milwaukee County District Attorney, and United States Attorneys Office.



# Milwaukee Public Safety Partnership Combined Intervention Areas

PSP Metric	2015	2017	2015-2017 % Change
Violent Crime	1,116	1,011	-9%
Firearm Related Violent Crime	550	493	-10%
Gun Arrests	269	364	35%
Use of Force	95	108	14%
Citizen Complaints	13	9	-31%

Violent crime includes homicide, rape, robbery and aggravated assault and counts distinct incidents. All firearm related arrests include arrests for carrying a concealed weapon, felon in possession of a firearm, possession of a short barreled shotgun/rifle, pointing and aiming, endangering safety/use of a dangerous weapon, endangering safety/reckless use of a firearm, pointing a firearm at a LE officer, discharging a firearm from a vehicle towards person, building, or vehicle, discharging a firearm toward a vehicle or building, discharging a firearm from within 100 yards of a building, possession of a firearm while intoxicated, possession of a firearm-adjudicated delinquent, possession of a firearm contrary to court order or injunction, furnishing a firearm to an unauthorized person, receiving stolen firearm or stolen property (\$5,000 to \$10,000), leaving a loaded firearm near a child, and discharging a firearm in a school zone. Gun arrest charges provided by the WI Department of Justice and counts distinct arrests for the time period of January 1 – December 31, 2015 & 2017. Felon in possession of a firearm charges updated by OMAP to reflect changes in statutes in 2016. Arrest data geocoded with a 97% success rate. Use of force and citizen complaints obtained from the Internal Affairs Division and counts distinct allegations (complaints) and incidents of force.

