



Goal and Objectives Statement for the Collaborative Reform Initiative for Technical Assistance with the Milwaukee Police Department

Goal:

Assess, monitor, and assist the Milwaukee Police Department, in concert with the community, in the implementation and sustainment of reforms that improve community-oriented policing practices, transparency, professionalism, accountability, and public trust, taking into account national standards, best practices, current and emerging research, and community expectations.

Objectives:

- (1) Assess recruitment, hiring, and personnel practices, including
 - a. diversity of police force across all ranks in the department;
 - b. efforts to recruit candidates that are broadly representative of the Milwaukee community;
 - c. promotional practices;
 - d. practices of the Milwaukee Fire and Police Commission.

- (2) Assess community-oriented policing practices throughout the department, including
 - a. officers' training in community-oriented policing and problem solving;
 - b. community partnerships, collaboration, participation, and influence in department policies, procedures, and operations
 - c. institutionalization of community-oriented policing as a department philosophy, supported by a formal strategic plan;
 - d. development, measurement, and evaluation of community-oriented policing and problem-solving strategies and outcomes.

- (3) Assess use of force and deadly force practices, including
 - a. officers' training in tactics including crisis intervention, de-escalation, handcuffing, and searches; use of force; less lethal weapons; and firearms
 - b. policies and procedures governing crisis intervention, de-escalation, handcuffing, use of force and deadly force;
 - c. criminal and administrative investigations of use of force and deadly force incidents, including investigative training, protocols, and documentation;
 - d. review of use of force incidents and investigations, including internal and external oversight processes;
 - e. analysis of patterns and trends in use of force and deadly force by city geography, community characteristics, departmental units, incident factors, and officer-subject demographics to assess for biased policing practices;





- f. transparency in review and reporting of use of force and deadly force incidents, investigations, and outcomes.
- (4) Assess citizen stop and search practices, including
- a. officers' training in traffic enforcement, pedestrian stops, and constitutional policing practices;
 - b. policies and procedures governing citizen stops and searches;
 - c. analysis of patterns and trends in traffic stops, searches, citations, and arrests by city geography, community characteristics, departmental units, incident factors, and officer-subject demographics to assess for biased policing practices;
 - d. analysis of patterns and trends in pedestrian stops, searches, citations, and arrests by city geography, community characteristics, departmental units, incident factors, and officer-subject demographics to assess for biased policing practices;
 - e. transparency in citizen stop and search incidents and data.
- (5) Assess systems for supervision, accountability, organizational learning, remediation, and discipline, including
- a. citizen complaint process, officer misconduct investigation processes and procedures, disciplinary decision-making and procedures, transparency, and the practices of the Milwaukee Fire and Police Commission;
 - b. early intervention program (EIP) processes and procedures.

