

Recommendations gathered by the African American Roundtable by electronic survey prior to the creation of the Milwaukee Collaborative Community Committee (Gathered between 11/30/2017-1/23/2018)

### **Chapter 3: Recruitment, Hiring, and Personnel Practices**

#### **Finding #1 and Recommendation:**

Restore, maintain, and enforce city residency requirement for MPD in order to improve racial and ethnic diversity composition of MPD.

Actively recruit in certain groups and neighborhoods to increase diversity. I've only seen one ad about MPD recruiting and it was on the side of a bus and I'm pretty sure all the people in the picture were white. That's not good enough

Hire from the community to police the community.

#### **Finding #2 and Recommendation:**

By end of 2018, MPD and FPC create and implement a strategy plan for recruiting and hiring, particularly persons of color and women, which will include:

Scholarship program for persons of color and for women, within MPS and other schools within Milwaukee, tying 4 years of service with MPD to full tuition at MATC and UW-M.

They need to come up with one. Listen to what the community is saying and use those recommendations to structure a plan for hiring and recruiting.

Stop being scared of Black people because we are scared of you too.

#### **Finding #3 and Recommendation:**

FPC to complete a Job Task Analysis by end of 2018, and complete new Job Task Analysis no less than every two years thereafter.

#### **Finding #4 and Recommendation:**

Keep information on hiring posted and up to date on the City MPD website. Identify at least one or more jobs website such as: jobs.com, milwaukeejobs.com, monster.com, indeed.com

Because hiring process is biased. Make it attainable for anybody to show their skills and attempt to be hired.

#### **Finding #5 and Recommendation:**

Hire outside consulting firm to lead process of writing manual of standard operating procedures for professional recruitment, to be completed by end of 2018.

Implement and enforce standards.

**Finding #6 and Recommendation:**

Establish a standing Community Oversight Commission composed of one citizen from each Alder District, who is not employed by MPD or has ever been a member of a police union, with access to all FPC and MPD documentation of policies and procedures regarding recruitment and hiring, authorized: to observe recruitment and hiring in practice; submit an annual report and recommendations to FPC, MPD, and City Council Safety Committed; to make public their annual report and recommendations to the press.

FPC and other town halls should be used for this.

**Finding #7 and Recommendation:**

Include a section on promotional procedures in the to be created "Manual of Standard Operating Procedures for Recruitment."

Make written procedures that are viewable to the public.

**Finding #8 and Recommendation:**

Create standardized Career Planning Form through Human Resources. Train managers and supervisors how to meet and discuss with officers regarding Career Planning.

**Chapter 4: Community Oriented Policing Practices**

**Finding #10 and Recommendation:**

Establish metrics of community building efforts and integrate them into existing structures of performance measurement: police-community relations (police satisfaction, trust in the police, police legitimacy) and constitutional policing practices (bias-free policing, use of appropriate force) to publicly demonstrate that MPD is meeting these requirements for every district. Data collection of these metrics must include surveys from each district completed by persons who had voluntary contact and by persons who had involuntary contact with police. The annual report of these metrics and the year to year trend report on these metrics shall be submitted to the City Council Public Safety & Health Committee, published on the City website. N.B. <https://www.rand.org/blog/2015/03/when-it-comes-to-police-community-relations-expect.html>

Along with community input, come up with a specific written plan of how to do this.

**Finding #11 & 12 and Recommendation:**

Train all officers in community policing activities, and integrate observations of these activities in each officers performance management.

Need to be made a requirement. Period.

**Finding #13 and Recommendation:**

Amend Wisconsin law to tie forfeiture of FPC member salaries to conducting annual policy reviews as presently required by law.

**Finding #14 and Recommendation:**

All officers receive anti-racism training no less frequently than every three years.

**Chapter 5: Use of Force and Deadly Force Practices**

**Finding #15 and Recommendation:**

This training needs to be evaluated by mental health groups, disability Rights groups, and other professionals to ensure it's more than adequate. The specifics of the training needs to be listed and made available to the public. There needs to be a written, public record of which officers went through the training and when. All officers need to be required to do this training and those who have not should not be allowed to go on patrols until they complete the training (which there needs to be a record of so that the chief can't just sign off and say it was completed. So a third party group that verifies each training was completed by each individual). And trainings need to be required AT LEAST once per year.

This should be brand new training.

**Finding #16 and Recommendation:**

Provide formal training for IAD supervisors and investigators by an outside group (e.g. consultants with the Daigle Law Group) for conducting Use of Force investigations.

A third party group needs to come up with a format (that is available to the public to read) and then require all IAD people to complete the training before they can be put on an investigation.

**Finding #17 and Recommendation:**

With the direction by outside consultants, create and implement by end of 2018 Standard Operating Procedures for conducting Use Of Force investigations, specifically to include: what evidence to include and which supporting materials are gathered.

Third party and community based input needs to be used to create written, specific guidelines.

**Finding #18 and Recommendation:**

MPD chief needs to assign, train and support the best qualified officers to serve in the Internal Affairs Division. Supervisors of every officer that shows potential for department leadership are to encourage future service in the Internal Affairs Division when meeting with these officers to discuss their career

planning. Standard operating policy and procedures must define expectations of IAD for collecting appropriate information for administrative reviews beyond relying upon criminal investigators.

**Finding #19 and Recommendation:**

Enforce through performance management of personnel the standard operating policies and procedures for documenting all steps in Use of Force investigations and Deadly Force investigations, with special attention as these regard video evidence.

**Finding #20 and Recommendation:**

Include in Standard Operating Policies and Procedures directives to supervisors for Use Of Force investigations and reports regarding obtains videos from police vehicles, body cameras, surrounding businesses, and other sources.

**Finding #21 and Recommendation:**

Define expectations in SOP for documenting officer interviews within IAD investigative files, and enforce through performance management.

**Finding #22 and Recommendation:**

Define expectations in SOP for documenting in IAD reports what steps are taken to provide critical incident support services to involved offers, and enforce implementation through performance management.

**Finding #23 and Recommendation:**

Define expectations in SOP for documenting in investigative case files the supervisors and commanding officers that conducted reviews for Use Of Force investigations in determining the needs for further documentation, review, or investigative steps; and enforce implementation of documentation procedures through performance management.

**Finding #24 and Recommendation:**

Enforce through performance management the timeline policies regarding Use Of Force investigations for supervisors to conduct the investigation, for review by commanding officers and IAD.

**Finding #25 and Recommendation:**

Implement and enforce SOP for audio and video recordings of involved officers and witnessing officers to the same standard of requirement of civilian witnesses.

**Finding #26 and Recommendation:**

Specify in SOP when officers are to activate Body Worn Cameras for enforcement contacts and investigative contacts.

Make having body activated cameras and dash cams a requirement for all officers.

**Finding #27 and Recommendation:**

Enforce through performance management the routine review by MPD command during Use Of Force investigations of the involved officer's history of: use of force, complaints, and discipline.

History needs to be reviewed each time there is a use of force. Otherwise there's no point in even recording those things in the first place.

**Finding #28 and Recommendation:**

Update AIM system data storage by end of 2018 so that all Use Of Force investigative reports, evidence reports, and supporting documentation are comprehensively located in one place.

There are multiple data systems that can be used and synced so that everything can be in one place. MPD needs to work with computer scientists to get their data collection systems up to date.

**Finding #29 and Recommendation:**

Chief is to ensure data regarding Use of Force is collected and reported in a manner conducive to being aggregated, analyzed, and reported to the public.

The chief will ensure Use of Force data is shared with the City Council Public Safety & Health Committee and publicized on the city-MPD website no less frequently than annually.

**Finding #30 and Recommendation:**

FPC must publicize an annual report on MPD firearms discharges, submitting the report to the City Council Public Safety & Health Committee, as well as publishing on the City-MPD website.

**Finding #31 and Recommendation:**

No. This is not allowed. It's not okay and will lead to more police getting away with violence.

Does it make a difference?

**Finding #32 and Recommendation:**

Create and implement SOP for releasing critical incident information to the public in a timely fashion.

A written policy needs to be made about a specific time frame that is used for this

## **Chapter 6: Citizen Stop and Search Practices**

### **Findings #33 Recommendations:**

We need to have policies that prevent police from profiling drivers and stopping them or checking their plates when there has not been no driving infraction. MPD needs to have standards for what qualifies as justifiable stops, and there needs to be accountability for officers who make unnecessary or discriminatory stops. This should be part of broad professional development and ongoing evaluation standards, similar to those teachers are subject to.

We need standards and an accountability system. This ties into the need for professional development, evaluation, and promotion standards for officers. If these standards aren't being met, we must make the officer take responsibility and be held accountable. Supervisors need to intervene with officers who aren't stopping people for the right reasons and say, you need this type of training to resolve the problem, for example cultural training. In addition, the community needs to be involved in crafting this process. There should be evaluations for police the same way there are evaluations for teachers, and community organizations need to be part of creating the evaluation standards.

There needs to be an explicit system that says how officers will be promoted, and that incentivizes building trust with community members and de-incentivizes things like biased traffic stops. The community needs to be part of creating this evaluation process.

### **Findings #34 Recommendations:**

By June 1, 2018 create and implement SOP for issuing "stop cards" to all pedestrian Dunlop's when no arrest occurs. The stop card receipt will include reasons for the stop, the officer's name and badge number as well as the person's information, including their gender and race.

N.B. <http://www.illinoishomepage.net/news/local-news/stop-cards-to-document-police-pedestrian-interactions/237518832>

### **Findings #35 Recommendations:**

This is not new. Fix it.

### **Findings #36 Recommendations:**

Again, work with computer scientists to get the data systems up to date. If they can use and get access to stingray technology, then they can figure this out.

## **Chapter 7: Systems or Supervision, Accountability, Organizational Learning, Remediation, and Discipline**

### **Recommendation for Chapter 7:**

The development of the professional & equitable standards should include grass roots local organizations, as well as, research-backed information, and should have a process to receive direct community input. A budget should be dedicated to these processes. The community should define what equitable practices & process look like in police actions such as traffic stops.

There needs to be accountability, an evaluation process that leads to promotion, demotion, or termination. Professional Development, Evaluation & Promotion practices should be transparent.

MPD should be annually audited by the federal government and the local community. The auditing process should include complains and annual reports.

Whoever creates the standards for accountability, professional development, and evaluation for MPD should conduct a survey of systems used nationwide in similar urban areas. Other cities' systems should be compared to ideas from the community in Milwaukee. The top two systems can be presented to grassroots organizations for them to have a chance to provide feedback and decide on what MPD's new standards look like.

### **Findings #37 Recommendations:**

Create and implement SOP for IAD to assess whether a complaint should be investigated by a district or bray IAD.

### **Findings #38 Recommendations:**

Create and implement SOP removing the role of discretion by supervisors whether to complete a complaint form whenever a serious complaint is received, as to be defined what constitutes a serious complaint in SOP.

A third party should evaluate all complaints. OR police have to be required to complete a complaint form for all complaints

### **Findings #39 Recommendations:**

By end of 2018 create and implement SOP that defines what constitutes a serious complaint.

### **Findings #40 Recommendations:**

By end of 2018, create and implement SOP requiring notification given to those who are subject of a complaint investigation.

**Findings #41 Recommendations:**

Amend SOP 450 to include required time frames for completing external and internal investigations.

**Findings #42 Recommendations:**

By the end of 2018 create and implement SOP regarding the mandatory analysis of complaint data for trends and patterns.

**Findings #43 Recommendations:**

By end of 2018 create and implement SOP for organizing complaint files consistently.

**Findings #47 Recommendations:**

In consultation with Earlier Intervention Program professionals, create and implement SOP identifying roles and responsibilities.

**Findings #48 Recommendations:**

By end of 2018 create and implement SOP regarding the mandatory analysis of EIP data for trends and patterns.

**Findings #49 Recommendations:**

Upon completion by EOY 2018 of SOP regarding EIP, institute department wide training.

**Findings #50 Recommendations:**

Issue written directive stating "dishonesty in any matter of official policy business is a reasonable offense." Enforce this directive through performance management.

There need to be written specific guidelines for what is a terminable offense and those guidelines need to be available to the public.

**Findings #51 Recommendations:**

Amend officer Job Description to state: "the ability to testify in court with credibility" as an essential function.

**Findings #53 Recommendations:**

PD personnel must sign receipt of having read newly issued SOP or Code of Conduct standards.

Discussions or trainings need to be required when New SOPs are released so that we can be sure that each officer understands the new procedures.