

The President's Task Force on 21st Century Policing Action Items - DRAFT COMPLIANCE UPDATE 02/16/2016



*N.B. This is intended as a dynamic and evolving description of MPD's efforts related to the recommendations and action items. This is not intended to be an exhaustive checklist; rather, this is intended to illustrate the progress we have made and the progress we are continuing to pursue.

APPENDIX E: RECOMMENDATIONS AND ACTIONS

#	RECOMMENDATION ACTION ITEM	FINAL REPORT	STATUS
0.1	Overarching Recommendation	The President should support and provide funding for the creation of a National Crime and Justice Task Force to review and evaluate all components of the criminal justice system for the purpose of making Recommendations to the country on comprehensive criminal justice reform.	
0.2	Overarching Recommendation	The President should promote programs that take a comprehensive and inclusive look at community-based initiatives that address the core issues of poverty, education, health, and safety.	
1.1	Recommendation	Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.	While these two primary recommendations will require continuous attention from police agencies and their authorizing bodies alike, MPD engages in robust pre-service, in-service, and specific Procedural justice, Fair and Impartial Policing, Crisis Intervention Training - among other curricula - targeting precisely these concerns. See, SOP 001: Fair & Impartial Policing
1.2	Recommendation	Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.	
1.2.1	Action Item	The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.	Federal
1.3	Recommendation	Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.	
1.3.1	Action Item	To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests- rests, reported crime, and other law enforcement data aggregated by demographics.	Department's Code of Conduct and Standard Operating Procedures are available for public view at http://city.milwaukee.gov/police ; agency publishes an annual report; Captains conduct monthly crime and safety meetings for each district; utilization of Next Door and neighborhood discussion boards Milwaukee Police Department uses, http://www.milwaukeekeepolicenews.com , Twitter, Face book and the local media to communicate with the public when serious incidents occur.
1.3.2	Action Item	When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.	
1.4	Recommendation	Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.	
1.4.1	Action Item	In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.	The department uses "Department Experts", members from Office of Management Analysis and Planning (OMAP) and Inspections Division when developing policies and procedures. Additionally, the Chief uses a Community Leadership Group to discuss current and pending community-based issues; the civilian Board of Fire & Police Commissioners receives advance copies of all policy changes and holds public hearings as deemed appropriate by the Board.

1.4.2	Action Item	Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.	The department uses the Code of Conduct which is values based. The Department's annual training included fair and impartial policing and procedural justice. The Department has a senior staff member who instructs for the Center for Public Safety and Justice with the University of Illinois under a COPS funded program related to internal legitimacy. This instruction will be brought to Milwaukee in 2016.
1.5	Recommendation	Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.	
1.5.1	Action Item	In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.	Beginning to be done, specifically in context of the body-worn camera policy and the recently drafted transgender policy.
1.5.2	Action Item	Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.	Milwaukee Police Officers by city ordinance must reside in the City of Milwaukee. The program where Police Officers live in city-subsidized housing is no longer in existence.
1.5.3	Action Item	Law enforcement agencies should create opportunities in schools and communities for positive nonenforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.	The department has the Office of Community Outreach and Education that cover this action item.
1.5.4	Action Item	Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.	S.O.P 190 Limited English Proficiency/Hearing Impaired Person
1.6	Recommendation	Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.	
1.6.1	Action Item	Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.	NOT CURRENTLY BEING DONE
1.7	Recommendation	Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.	
1.7.1	Action Item	The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.	N/A
1.8	Recommendation	Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.	
1.8.1	Action Item	The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.	City of Milwaukee Population 596,459: White 47.4%, Black 39%, Hispanic 17%, Asian 3.7%, Indian 0.5% (2009-2013 Census) MPD Sworn Law Enforcement Authorized 1943, Actual 1854 : White 65.4%, Black 17.0%, Hispanic 12.5%, Asian 1.5%, American Indian 1.5%, 2 or more races 1.9%, Native Hawaiian/Pacific Islander 0.3%
1.8.2	Action Item	The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.	Federal
1.8.3	Action Item	Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.	Federal
1.8.4	Action Item	Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.	Federal
1.8.5	Action Item	Law enforcement agencies should be encouraged to explore more flexible staffing models.	MPD evaluates staffing on a continuous base, and offers flexible staffing and shifts to accommodate members and remain focused on the department's mission.
1.9	Recommendation	Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.	
1.9.1	Action Item	Decouple federal immigration enforcement from routine local policing for civil enforcement and nonserious crime.	Covered by SOP 130-Foreign Nationals-Diplomatic Immunity-Immigration Enforcement
1.9.2	Action Item	Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.	S.O.P 190 Limited English Proficiency/Hearing Impaired Person
1.9.3	Action Item	The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.	Federal

2.1	Recommendation	Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.	
2.1.1	Action Item	The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.	BNCP/BYRNE Grants; Trauma Informed Care initiative in partnership with City Health Department and County Human Services
2.2	Recommendation	Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.	MPD policies meet these expectations and are available on the City's website
2.2.1	Recommendation	Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.	MPD policies and training meet these expectations and are under continual evaluation
2.2.2	Action Item	These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.	Statutory/UOF POLICY
2.2.3	Action Item	The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.	Standard Procedure covered by Wisconsin State Law.
2.2.4	Action Item	Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.	Not currently being done, although Chief Flynn is leading an effort with the Major Cities' Chiefs Section of the IACP related to the collection of officer-involved shootings.
2.2.5	Action Item	Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.	Not in current SOP
2.2.6	Action Item	Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.	Critical Incident Review Board
2.3	Recommendation	Law enforcement agencies are encouraged to implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations.	Critical Incident Review Board
2.4	Recommendation	Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.	MPD SOP 240 incorporates these practices
2.5	Recommendation	All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.	Routinely provided by both MPD and FPC
2.5.1	Action Item	The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this Recommendation.	Federal
2.6	Recommendation	Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.	
2.6.1	Action Item	The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge- edge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.	Federal
2.7	Recommendation	Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.	
2.7.1	Action Item	Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.	MPD has the Major Incident Response Team that has proven successful at using these techniques for a variety of demonstrations, protests and gatherings.
2.7.2	Action Item	The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.	Federal
2.8	Recommendation	Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.	
2.8.1	Action Item	The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.	Federal
2.8.2	Action Item	The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.	FPC is already in place, pursuant to Wisconsin state law
2.9	Recommendation	Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.	MPD does not utilize quotas

2.10	Recommendation	Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.	Consent search forms and database for tracking in place
2.11	Recommendation	Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.	Tactical Communication
2.11.1	Action Item	One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.	Officers are required to do this verbally and name tags are required to be worn. (Policy change and cost would be associated with this action item)
2.12	Recommendation	Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the Recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.	Policy being drafted
2.13	Recommendation	Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.	Fair and Impartial Policing
2.13.1	Action Item	The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey.	Federal
2.13.2	Action Item	The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.	Federal
2.13.3	Action Item	The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the Recommendations of the International Association of Chiefs of Police.	Federal, but covered by existing policy
2.14	Recommendation	The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.	Federal
2.15	Recommendation	The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.	Federal
3.1	Recommendation	The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.	Federal
3.1.1	Action Item	The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.	Federal
3.1.2	Action Item	As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.	Federal
3.1.3	Action Item	Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.	Department began deploying BWC in 2015. Department uses Media Solve technology for in custody interrogations. All technology has safeguards in place to prevent tampering or destruction of evidence.
3.2	Recommendation	The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.	Fire and Police Commission (e.g. Body Cameras)
3.2.1	Action Item	Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.	Body Cameras-Department received a \$600,000 grant for outside researcher to evaluate the body-camera implementation.
3.2.2	Action Item	Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.	TTY for all 911 Non Emergency station in communications
3.2.3	Action Item	Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.	
3.3	Recommendation	The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.	Department will be deploying body worn cameras in 2015, Department uses Media Solve technology for in custody interrogations. All technology has safeguards in place to prevent tampering or destruction of evidence.

3.3.1	Action Item	As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.	PERF: Research regarding Body worn cameras. ACLU policy on ALPR was reviewed prior to our department policy being implemented.
3.3.2	Action Item	The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.	Federal
3.3.3	Action Item	Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.	Already done; incorporated into our BWC policy
3.4	Recommendation	Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.	Working in concert with the City Attorney regarding potential changes to Chapter 19
3.5	Recommendation	Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.	Utilizing the findings from the FPC's 2014 citizen survey, we are working to enhance our technology-based community engagement and public relations tools
3.6	Recommendation	The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.	Federal
3.6.1	Action Item	Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.	MPD already uses Tasers, pepper spray and will be implementing Star Chaser to limit the dangers to the public during vehicle pursuits.
3.7	Recommendation	The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by First Net for exclusive use by local, state, tribal, and federal public safety agencies a top priority.	Federal
4.1	Recommendation	Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.	
4.1.1	Action Item	Law enforcement agencies should consider adopting preferences for seeking "least harm" resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.	Currently being done in addition to other programs for issues around drugs, youth crimes, prostitution, etc.
4.2	Recommendation	Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.	
4.2.1	Action Item	Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.	MPD has Community Liaison Officer (CLO)/ Officers assigned to Community Prosecution Units (CPU) and proactive patrol officers.
4.2.2	Action Item	Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.	MPD has Community Liaison Officer (CLO)/ Officers assigned to Community Prosecution Units (CPU) and proactive patrol officers.
4.2.3	Action Item	The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.	Federal
4.3	Recommendation	Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.	
4.3.1	Action Item	The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.	Already in place CIT training and Clergy program
4.3.2	Action Item	Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.	Chaplains/CIT
4.3.3	Action Item	Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.	
4.4	Recommendation	Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.	
4.4.1	Action Item	Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.	Code of Conduct (core values of Competence, Courage, Integrity, Leadership, Respect and Restraint); Fair & Impartial Policing Training & Policy
4.4.2	Action Item	Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.	CPU/CLO attend monthly crime and safety meetings. BYRNE/BNCP; Citywide Block Watch Council; Shop with a Cop, Run With a Cop, Reading programs, Hunger Task Force, etc.
4.5	Recommendation	Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.	
4.5.1	Action Item	Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.	Crime and safety meetings
4.5.2	Action Item	Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.	STOP/Citizens Academy

4.5.3	Action Item	Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.	BYRNE/BNCP
4.5.4	Action Item	Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.	BYRNE/BNCP, 30th street corridor, MPD's leadership on the city's vacant housing initiatives, including partnering with neighborhoods to identify blighted properties most desired to be demolished
4.6	Recommendation	Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.	
4.6.1	Action Item	Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.	Juvenile MCORP; Constant engagement with juvenile authorities on best practices and deterrent strategies; participation in Casey Foundation's JDAI; participation in Community Justice Council's Juvenile Justice Committee
4.6.2	Action Item	In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.	Office of Community Outreach and Education (OCOE)
4.6.3	Action Item	Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.	Students talking it over with police STOP
4.6.4	Action Item	Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.	Office of Community Outreach and Education (OCOE)
4.6.5	Action Item	Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.	Office of Community Outreach and Education (OCOE)
4.6.6	Action Item	Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.	Office of Community Outreach and Education (OCOE)
4.6.7	Action Item	Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.	Juvenile MCORP
4.6.8	Action Item	Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.	Office of Community Outreach and Education (OCOE)
4.6.9	Action Item	The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.	Federal
4.7	Recommendation	Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.	
4.7.1	Action Item	Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.	Students talking it over with police STOP
4.7.2	Action Item	Communities should develop community- and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.	Office of Community Outreach and Education (OCOE)
5.1	Recommendation	The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.	
5.1.1	Action Item	The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.	SMIP and Leadership in Police Organizations (LPO)
5.1.2	Action Item	The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.	Federal
5.1.3	Action Item	The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).	Wisconsin L.E.S.B
5.2	Recommendation	Law enforcement agencies should engage community members in the training process.	Citizen Academy, etc.
5.2.1	Action Item	The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.	Federal
5.3	Recommendation	Law enforcement agencies should provide leadership training to all personnel throughout their careers.	
5.3.1	Action Item	Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.	Federal; examples include: Leadership in Police Organizations, New Supervisor Training, Northwestern Police Supervision

5.3.2	Action Item	The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.	
5.3.3	Action Item	The U.S. Department of Justice should support and encourage cross-discipline leadership training.	Leadership in Police Organizations, New Supervisor Training, Northwestern Police Supervision
5.4	Recommendation	The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.	Federal; examples include: SMIP/ IACP/PELI/Southern Police Insititute
5.5	Recommendation	The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.	Federal
5.6	Recommendation	POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.	
5.6.1	Action Item	Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.	MPD CIT Mandatory
5.7	Recommendation	POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.	Already being done
5.8	Recommendation	POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.	Already being done
5.9	Recommendation	POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.	
5.9.1	Action Item	Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.	Fair and Impartial policing-policy; evolution of FIP curriculum (MPD is about to roll out version II, which sets us apart from many agencies)
5.9.2	Action Item	Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.	PRIA Policy, S.O.P 190 Limited English Proficiency/Hearing Impaired Person, Transgender Policy in production
5.10	Recommendation	POSTs should require both basic recruit and in-service training on policing in a democratic society.	Already being done
5.11	Recommendation	The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.	
5.11.1	Action Item	The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.	Federal
5.12	Recommendation	The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.	Federal
5.13	Recommendation	The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.	
5.13.1	Action Item	The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.	Federal
5.13.2	Action Item	The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.	Federal
6.1	Recommendation	The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.	
6.1.1	Action Item	Congress should establish and fund a national "Blue Alert" warning system.	Federal
6.1.2	Action Item	The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.	Federal
6.1.3	Action Item	The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.	Federal, but MPD in middle of a scientific resilience study
6.1.4	Action Item	Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.	ERS
6.1.5	Action Item	Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).	Federal
6.2	Recommendation	Law enforcement agencies should promote safety and wellness at every level of the organization.	
6.2.1	Action Item	Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in Recommendation 6.1, the ultimate responsibility lies with each agency.	Gym at Police Academy/PAB and various district stations including NTF. MPD Endurance club and the Recreation Association of the Milwaukee Police (RAMP)
6.3	Recommendation	The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.	

6.3.1	Action Item	The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).	Federal
6.4	Recommendation	Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.	
6.4.1	Action Item	Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.	Federal, but vests are already in place, first aid kits in squads.
6.4.2	Action Item	Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.	Federal
6.5	Recommendation	The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”	Federal
6.6	Recommendation	Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.	Federal, but covered in SOP 660- Vehicle Pursuits and Emergency Vehicle Operations
6.7	Recommendation	Congress should develop and enact peer review error management legislation.	Federal
6.8	Recommendation	The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.	Federal
7.1	Recommendation	The President should direct all federal law enforcement agencies to review the Recommendations made by the Task Force on 21st Century Policing and, to the extent practicable, to adopt those that can be implemented at the federal level.	Federal
7.2	Recommendation	The U.S. Department of Justice should explore public- private partnership opportunities, starting by convening a meeting with local, regional, and national foundations to discuss the proposals for reform described in this report and seeking their engagement and support in advancing implementation of these Recommendations.	Federal
7.3	Recommendation	<p>The U.S. Department of Justice should charge its Office of Community Oriented Policing Services (COPS Office) with assisting the law enforcement field in addressing current and future challenges.</p> <p>For Recommendation 7.3, the COPS Office should consider taking actions including but not limited to the following:</p> <ul style="list-style-type: none"> • Create a National Policing Practices and Accountability Division within the COPS Office. • Establish national benchmarks and best practices for federal, state, local, and tribal police departments. • Provide technical assistance and funding to national, state, local, and tribal accreditation bodies that evaluate policing practices. • Recommend additional benchmarks and best practices for state training and standards boards. • Provide technical assistance and funding to state training boards to help them meet national benchmarks and best practices in training methodologies and content. • Prioritize grant funding to departments meeting benchmarks. • Support departments through an expansion of the COPS Office Collaborative Reform Initiative. • Collaborate with universities, the Office of Justice Programs and its bureaus (Bureau of Justice Assistance [BJA], Bureau of Justice Statistics [BJS], National Institute of Justice [NIJ], and Office of Juvenile Justice and Delinquency Prevention [OJJDP]), and others to review research and literature in order to inform law enforcement agencies about evidence-based practices and to identify areas of police operations where additional research is needed. • Collaborate with the BJS to establish a central repository for data concerning police use of force resulting in death, as well as in-custody deaths, and disseminate this data for use by both community and police; <ul style="list-style-type: none"> ○ provide local agencies with technical assistance and a template to conduct local citizen satisfaction surveys; ○ compile annual citizen satisfaction surveys based on the submission of voluntary local surveys, develop a national level survey as well as surveys for use by local agencies and by small geographic units, and develop questions to be added to the National Crime Victimization Survey relating to citizen satisfaction with police agencies and public trust. • Collaborate with the BJS and others to develop a template of broader indicators of performance for police departments beyond crime rates alone that could comprise a Uniform Justice Report. <ul style="list-style-type: none"> ○ Collaborate with the NIJ and the BJS to publish an annual report on the “State of Policing” in the United States. ○ Provide support to national police leadership associations and national rank and file organizations to encourage them to implement task force Recommendations. ○ Work with the U.S. Department of Homeland Security to ensure that community policing tactics in state, local, and tribal law enforcement agencies are incorporated into their role in homeland security. 	Federal, but MPD participating in wide variety of these initiatives, including Collaborative Reform and the Violence Reduction Network

**PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING
LISTENING SESSION 02/14/15 – TRAINING & EDUCATION**

TESTIMONY OF: CHIEF EDWARD A. FLYNN, MILWAUKEE POLICE DEPARTMENT

Thank you for the opportunity to address the President's Task Force on 21st Century Policing. My testimony includes the contextualized themes of more than 40 years of police service, including 25 years as a chief executive. I am a member of the International Chiefs of Police Executive Committee and the chair of IACP's Education and Training Committee.

I will explore several crucial questions today: Who are the police and what do we expect of them? How do we innovatively train, lead and manage our police? What about the hot topics of mental health and critical incidents? What else is needed for us to accelerate improvements in community-police engagement?

Who are the police and what do we expect of them?

The police do not exist to stop cars, write tickets, make arrests and apprehend criminals. The police exist to prevent crime. The police exist to help society maintain order. The police exist to do "something" about those "things" that should not be happening but are happening right now and about which "something" should be done by "someone." The police exist to intervene in acts of disorder, crime and violence on behalf of their public in the most diverse, challenged democracy on earth.

A free people expect a police presence that allows them to pursue the American dream and raise their children in safety.

The mission of the Milwaukee Police Department is, "In partnership with the community, we will create and maintain neighborhoods capable of sustaining civic life." This, at its core, is a form of nation building right here at home. Unlike the military, our frontline staff are authorized leaders. They are not privates following orders. We expect them to be ethical decision-makers not for fear of being caught, but out of a chosen responsibility for both the culture of which they are a part and for creating relationships to fight crime, violence, fear and disorder.

What kind of person can handle the emergency, the rapid response, the crime fighting, the communication, and the constant urgent need to build neighborhood capacity? A leader. A flexible, dynamic, insightful, thoughtful, ethical leader who is able to partner with community members to develop the informal social control and social capital required for a civil society to flourish. This takes a leader every bit as sophisticated as a Peace Corps member or a member of the Special Forces in some village in Afghanistan. We attract those people, but for too long, we have tried to train them differently than we have tried to use them.

How do we innovatively train, lead and manage our police?

We hire young, energetic, idealistic, morally driven people as our brand new police officers and teach them to forget the lessons their mothers and fathers taught them from birth: don't stare; mind your own business; don't ask embarrassing questions. It is contrary to their existence, and if we do not recognize this contradiction and account for it, we will do lasting damage to our officers, our agencies and our communities.

It is not about body-worn cameras and more effective sergeants. It is all about values, communication and relationship building, both inside the organization and throughout our neighborhoods.

We moved from a rules based organization in which we promulgated a rule prohibiting certain behavior every time someone made a mistake to a values based organization that recast its recognition and discipline systems around core values essential to the success of the organization and its members.

In Milwaukee, all of our officers are training in Fair and Impartial Policing, a curriculum designed to acknowledge the existence of unconscious bias in all human beings. We take this issue very seriously. It is not a new phenomenon, but our profession's willingness to tackle it is noteworthy. It is our core Standard Operating Procedure: SOP 001. One of the handful of national instructor trainers is a member of my executive command staff. The willingness to accept and continuously communicate the impact of our biases on our decision-making is the foundation of every single advance in police education.

For too many years American policing has trained entry level officers as though they were order following privates rather than decision making officers. Recognizing that the police needed officer-like training, the IACP modified a West Point leadership course and created the Leadership in Policing Organizations (LPO) model. I was the pilot site when I was the police chief in Arlington and in Milwaukee we have made it a core component of organizational and cultural change. LPO also has applications for leading community groups in developing the capacity of residents to work together with the police on common problems. To date, more than a third of our line staff and nearly all of our supervisors have completed the course.

Early in my tenure in Milwaukee, I realized that we did a poor job of engaging the great majority of children who were *not* in trouble with their parents, schools or the police and who *are* the next generation of civic leaders. I asked a team of officers to develop a program that would educate our young people in the role of police in society, their responsibilities as citizens to work with the police and the rightful expectations to be treated fairly and equitably. It has blossomed into a national award winning curriculum that engages children in our neighborhoods around the mutual relationship between police, residents, businesses and neighborhoods. To date, 1,647 children have graduated from the STOP program, providing thousands of hours of opportunity for real-life

conversations between young residents and their police about their respective expectations. This effort has been evaluated by social scientists and is being replicated in cities throughout the country. We are very proud of this program and continue to expand its breadth in Milwaukee. My hope is that a police academy class in the next year or two will include our first installment of STOP graduates as recruit officers in our city.

Realizing that police agencies throughout the country serve as the *de facto* primary (but often silent) agency of economic and community development, we have dedicated substantial effort and resources to highlighting these efforts. In addition to having a senior staff member assigned to oversee our community development partnerships, we are one of just three advisor sites for a COPS-funded project with LISC to develop a community development training curriculum for police officers.

This counter-intuitive engagement in community development is further evidenced by our active engagement in two federal programs: the Building Neighborhood Capacity Program (BNCP) and the Byrne Criminal Justice Initiative (BCJI). The core mission of building neighborhoods capable of sustaining civic life requires neighborhoods that have the capacity to problem-solve in partnership with their government agencies and these two programs provide technical assistance and match dollars for true, unvarnished community partnership work in some of our most challenged neighborhoods. We are the only city in the country to receive both awards. We are the only city in the country in which the police department was the author and fiscal agent for the grants.

The core mission of the BNCP is to help neighborhoods develop community capacity – the knowledge, skills, relationships, interactions and organizational resources that enable residents, police, civic leaders, public and private sectors and local organizations to create comprehensive neighborhood revitalization plans. A team of police officers and supervisors are assigned specific responsibility for the BNCP neighborhoods and are charged with coordinating the partners in problem solving efforts to reduce crime, fear of crime, and quality of life issues. This becomes a problem solving process that aligns expectations between police and community.

What about mental health?

We respond to over 8,000 calls for service involving persons suffering from mental illness each year. We convey over 5,000 people to a psychiatric hospital, not for criminal prosecution but for their own safety.

Recognizing that all of our officers will benefit from receiving the most up-to-date skill training, we have committed to training all of our nearly 1900 commissioned staff. There are fiscal and opportunity costs associated with this commitment, all of which I am gladly willing to bear.

Mechanically, we are removing the training silos to ensure that the so-called “hard” and “soft” sides of policing are taught in concert. Mental health courses and lessons from

Critical Incident Team classes are combined with weapons training because, unfortunately, many of our uses of force involve people suffering from some form of mental illness.

At the same time, we are consciously addressing the historic mindset that has been trained into police officers for generations: we are changing from “I must go home at all costs” to “we must go home at all costs.” Tactical disengagement can work. It is all situational specific. It is not implying that police have a duty to retreat in the face of danger. In truth, police officers have a societally-imposed duty to engage in the face of danger.

Two of my officers recently chose to disengage when they were lawfully and procedurally authorized to use deadly force against a mentally ill man armed with a knife. They ensured their safety, the safety of bystanders, and ultimately the safe disarming of a dangerous person. After the fact, they were questioned by their peers and have now produced a video being used to explain and discuss their decision-making with the entire department.

This is counter-cultural to our profession, but we have to address it. We need to maintain the willingness to constantly reexamine our training and protocols around the appropriate use of mitigating factors in deadly force situations.

What now?

Critical incidents will happen. No police department is immune from a critical incident that will challenge the trust of the community or be opportunistically used to marginalize the police department. We have to recognize that police are people of good will doing the best they can in a volatile environment with ambiguous circumstances in which sometimes things go wrong. When those things happen, it does not mean that the profession, the agency, or the individual officer is fundamentally flawed.

You can succeed at everything we’ve discussed and conceived of and still have critical incidents. Remember that we are the most violent and most heavily armed Western society. Police uses of force are the most publicly scrutinized government action, and they should be. Uses of force against human beings - no matter how righteous and justified - are never easy to watch. They are never pleasant. They are also not entirely avoidable.

Uses of force will occur. Errors in judgment will occur. Acts of malfeasance will occur. Eliminating the likelihood of bad outcomes in policing - both righteous and otherwise - is a fool’s errand. While we absolutely must hold ourselves accountable for these situations, they alone cannot drive the discussion on American policing.

The federal government has periodically played an essential role in the development of the profession of policing in America. I am in many ways a legacy of that intervention as I received my Master’s degree courtesy of the Law Enforcement Education Program which was an offspring of the Law Enforcement Assistance Administration of the late 1960’s and early 1970’s. Indeed that program educated the future leaders of American policing, those who would implement the community-based, problem-solving strategies of the 1990’s that were also funded by strong and thoughtful federal education programs administered

through the Office Community Oriented Policing Services. We are now at a stage where the federal government can have a role to play building on prior successes and the advancements the profession has made over the last several decades in professionalizing itself. I would recommend the following: First when there is a local crisis, there is very seldom any contextual data to draw a distinction as to whether or not this incident is an aberration or a symbol of the dysfunction of an entire organization. The federal government needs to do a much better job of having central depositories of data collection for police uses of force, particularly police uses of deadly force as well as for deaths in police custody.

It would also be helpful to get a better sense of the what the citizens of this nation think about their policing if there were standardized surveys that could be given across jurisdictions for comparison purposes to identify the levels and approval of the police in every community in America. Identify those gaps in approval between majority and minority groups that should be targets for special attention for improving the perceptions of police impartiality and fairness. There are no such instruments now and there are no reliable gauges for when police are improving their connections with disadvantaged or minority groups.

Finally, I think it would be extremely useful if the federal government encouraged innovation in the development in the culture of leadership in police organizations. Building on the successes of the LPO and similar models, there is rich opportunity to acknowledge the complexity of the police role and the extraordinary amounts of discretion to perform it successfully and the requirement that discretion be exercised in a fair, impartial, and unbiased manner. That will be achieved through training in ethical decision making. Officers will perform ethically not because they are armed with body cameras, but rather because they have inculcated a set of values in a peer group that is disapproving of misconduct and biased policing.