



Milwaukee Police Department

Violent Crime Plan

Spring 2023

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Letter from Chief Norman

Dear Reader:

I am pleased to share the Milwaukee Police Department's 2023 Violent Crime Plan. This plan provides an overview of our strategy to mitigate violent crime in our City. To be clear, MPD is committed to mitigating all crime and indeed has strategies in place for other priority crimes like reckless driving, human trafficking, auto thefts and robberies. This Violent Crime Plan; however, is an overview of our targeted efforts to address violent crime.

The purpose of sharing this Crime Plan is to be transparent about our public safety efforts related to mitigating violent crime. This Plan reveals and highlights ongoing and new initiatives that MPD utilizes or intends to utilize to prevent, respond to, and reduce violent crime in our neighborhoods. This plan is continuously evolving as crime trends shift, priorities change and new initiatives and ideas are explored.

Violence in Milwaukee at any level is unacceptable to MPD, this community, and me personally. As the Chief of Police for the City of Milwaukee, a lifelong Milwaukee resident, and a husband raising children in this community, I am professionally and personally committed to resolving violence in our City.

Every single day, I am briefed by my team on firearm related violence that has occurred within the previous 24 hours in our City. Anecdotally, firearm related violence is becoming harder to predict. Through these briefings, I am noticing that so many incidents are occurring for petty arguments and interpersonal conflict. I struggle to wrap my head around this. While the Crime Plan is MPD's best attempt at a strategy to reduce these violent behaviors, I can assure you MPD's efforts alone are not enough.

We must work together to rid our community of violence. I am committed to strengthening our partnerships with community organizations, our elected officials and every resident who wants to participate in shaping public safety in Milwaukee.

Ultimately, the community receives the police it demands. Please read this Crime Plan with a discerning eye. I want your participation. Whether it be support or criticism, or somewhere in between, I challenge everyone to be engaged.

We are better together.

JEFFREY B. NORMAN
Chief of Police
Milwaukee Police Department

The Milwaukee Police Department 2023 Violent Crime Plan is a strategy to address violent crime in Milwaukee which consist of crimes that includes victims of homicide, rape, robbery, aggravated assault, and human trafficking as defined by the Federal Bureau of Investigation Uniform Crime Reporting program. However, in doing so, it is important to note that MPD does not discount the importance of other categories, such as domestic violence, sexual assaults, the illegal drug trade, and any other illegal activities impacting Milwaukeeans every day. Nor do we discount other societal challenges like overdoses, mental health issues, and homelessness. To varying levels, MPD plays a role in these areas as well. While these areas are important, they are not addressed in the Crime Plan.

As is well documented, crime is complicated. While measurement is a key to accountability and evaluating success, the focus is on impact and not arbitrary percentage changes. There are a myriad of factors that impact human behavior, including income, education, access to food and transportation, housing stability, family structure and various other inequities. Crime numbers are often driven by factors the police have very little, if any, impact on. For example, the pandemic has created an obvious impact on crime nationally, and it has created long-lasting hurdles for the entire criminal justice system to overcome. Post-pandemic, the criminal justice system, including MPD, is effected by case backlogs, staffing issues, and limited resources. It will take years to understand its overall impact.

Executive Summary

This document sets forth the Milwaukee Police Department's strategic plan to mitigate violent crime (the Crime Plan) in the City of Milwaukee.

MPD Bureau Roles

To fully understand this strategy, it is important to understand the MPD organization and how all bureaus have an important role to play in building, implementing, and measuring the Crime Plan.

To target and mitigate violent crime, guided by the vision and under the direction of the Chief of Police, MPD is organized into functions as follows:



All four functions play an important role in crime mitigation and details about these important functions follows.

Chief of Staff (COS)

The COS oversees the Office of Management, Analysis and Planning (OMAP). OMAP is responsible for research, analysis, project management, and strategic planning for the department. OMAP's crime analysts are also responsible for collecting, collating, analyzing, disseminating, and evaluating crime data to identify emerging trends, patterns, and changes in criminal activity, using mapping and other analytical software. The COS also oversees the Public Information Office that consists of the dissemination of all public information to media outlets, community engagement, social media engagement, and graphic production.

The Crime Plan functions of the COS section play an important role to build, implement and measure the crime mitigation strategy. In addition, the COS assists the organization in messaging the violent crime strategy to the public through community engagement and media response and output.

The COS functions utilized to build the Crime Plan are as follows:

1. OMAP (the Office of Management, Analysis and Planning) provides the data to determine the areas of focus (based upon violent crime statistics, population density, and other measurables). The data was provided to our districts to assist in building this Crime Plan based upon factual data of crime in geographical areas.
2. Community Engagement and Social Media feedback. The Community Engagement Manager and the Social Media producer assisted to build the Crime Plan by learning from the public (at meaningful community events, comments on social media, etc.) what concerns exist in our community about violent crime and this community feedback was relayed to the Patrol Bureau to build a Crime Plan based upon community-driven needs.

The COS functions to implement the Crime Plan as follows:

1. Strategic community engagement to build trust and legitimacy. Trust and legitimacy assists the department by building true partnerships with the community where the public feels comfortable reporting crime and providing details about criminal activity in their neighborhoods. This function will be implemented by organizing community-driven events and listening sessions to receive feedback throughout the course of implementation. This will allow MPD to use this ongoing feedback to adjust the plan if so desired by community input. This function allows MPD to measure success by formal and informal surveying of neighborhoods where mitigation strategy deployments occur.
2. Continued data analysis through OMAP gives real time updates on violent crime data in focused areas that allow MPD to adjust the strategic plan as necessary to respond.
3. The Licensing Investigation Unit (LIU) reports to OMAP. LIU tracks and reviews all activity impacting licensed premises throughout the City. LIU assists in enforcement through licensing if necessary when violent crime is place-based.
4. COS is responsible for working with intergovernmental partners (at the municipal and state level) to advocate for state and municipal legislation changes to enhance MPD's violent crime response and other policing priorities (ordinance and state law changes).

The COS functions to measure the success of the Crime Plan as follows:

1. Ongoing community dialogue to understand the impact felt by the community – does the community feels safer; does the community feels a decrease in violent crime; and do community members feel more comfortable reporting violent crime in their neighborhoods.

This will be conducted through regular, ongoing scheduled events and events specific to ascertain the crime plan's effect.

Patrol Bureau

The members of the Patrol Bureau are first responders to city-wide calls for service. The Patrol Bureau is divided into seven (7) geographical districts that service the policing needs of those communities. The Patrol Bureau also oversees the Specialized Patrol Division (SPD) that supplements district patrol and includes the Traffic Safety Unit (TSU) (traffic and reckless driving enforcement), Harbor Patrol and the Mounted Patrol, to name a few.

More importantly, the Patrol Bureau is the foundation for MPD's community engagement efforts. District personnel are responsible for fostering and maintaining relationships with the community. These key relationships include non-profit organizations, mental health partners, business improvement districts, social service agencies, victim advocacy groups and faith-based agencies. The districts rely on these relationships to identify and solve problems in high-crime areas. The Patrol Bureau also is a partner in key intervention initiatives including re-entry programs, trauma-informed care, mental health care and youth engagement.

The Crime Plan functions of Patrol Bureau are both *reactive* (first response to calls for service); and *proactive* to address crime in geographic specific areas. The Patrol Bureau's proactive approach includes a focus on geographic concentration of crime (i.e., nuisance property solutions), community-based policing (foot and bicycle patrol), crime suppression relying on investigative strategy (i.e., focused enforcement, dedicated patrol missions and community engagement interventions), problem-oriented policing strategy (i.e., call-ins, intervention in retaliatory violence, building strategy to address habitual offenders or repeated victimization).

The Patrol Bureau functions to build the Crime Plan are as follows:

1. Separate analysis of OMAP provided geographical locations to include factors like community input and an intimate understanding of the district specific neighborhood needs.
2. Direct relationships with community partners to understand the "how" and the "why" used to focus on geographic areas with high concentrations of violence. The "how" and the "why" are instrumental in building the appropriate tactics and strategies to target crime best suited to the needs of the community.
3. Input from direct relationships with intergovernmental partners within the district boundaries (alderpersons, state representatives, etc.).

The Patrol Bureau functions to implement the Crime Plan are as follows:

1. Immediate first responders to calls for service (including violent crime).
2. Building strategies to target neighborhood specific issues (i.e., directed patrol missions, community outreach, canvassing, etc.). These strategies are deliberate and task-oriented and Patrol Bureau receives continuous feedback on community satisfaction with these efforts.
3. Building and enhancing relationships with community and intergovernmental partners to assist in the implementation of violence prevention plans.

4. Using force multipliers (i.e., service providers, faith-based leaders, non-profit organizations, etc.) in areas of high concentrations of violent crime to collaboratively focus on problem-identification and problem-solving.
5. Using district specific intelligence to assist in violent crime investigations.
6. Maintaining ongoing communication with the community that advises the community of potential collateral impact when policing high crime areas and to reinforce MPD's expectations for fair and impartial policing.

The Patrol Bureau functions to measure the success of the Crime Plan are as follows:

1. Gathering feedback from neighborhood community and intergovernmental partners. Formal and informal surveys to understand improvements and failings. This includes continuous information sharing between the community and the Patrol Bureau on the impact and/or perceived impact that collaborative efforts have had on violent crime.
2. District level analysis of crime levels and review of focus neighborhoods to determine increases or decreases in neighborhood crime.

Criminal Investigation Bureau (CIB)

CIB conducts the citywide investigations of violent crime. CIB supplements and enhances the initial response of the Patrol Bureau.

CIB functions to build the Crime Plan are as follows:

1. Utilization of technology to provide violent crime specific data (i.e., casings, connecting criminal activity through firearm and shots-fired analysis).
2. Citywide investigations linking violent crime activity across districts.

CIB functions to implement the Crime Plan are as follows:

1. Crime specific investigations to solve violent crime.
2. Analysis and technology to supplement investigations of violent crime (i.e., fingerprint technology, firearm casing analysis, etc.).
3. Direct relationships with city-wide community and intergovernmental partners (i.e., FBI, VRPHAST, etc.)

CIB functions to measure the success of the Crime Plan are as follows:

1. Tracking violent crime clearance rates in collaboration with COS OMAP function.
2. Tracking firearm related cases and conducting additional investigation in collaboration with District Attorney's Office.
3. Working with bureaus to receive feedback from the community.

Administration Bureau (Admin Bureau)

The Admin Bureau provides the rules of process and boundaries for all within MPD. Admin Bureau is responsible for training and educating every Bureau on proper policing processes to include constitutional policing, and professional communication. Admin Bureau oversees MPD's budget and ensures all operations remain within fiscally responsible limits considering the City and MPD's limited resources. Admin Bureau audits the operations to ensure our members

operate within the bounds of SOP, and is responsible for discipline when the rules of engagement are broken and boundaries are crossed.

Admin Bureau functions to build the Crime Plan are as follows:

1. Working with the bureaus to build Crime Plan specific training to ensure policing is in accordance with policy and the Constitution.
2. Assist Bureaus in building constitutionally, legally sound strategies to mitigate violent crime for the Crime Plan.

Admin Bureau functions to implement the Crime Plan are as follows:

1. Regular and ongoing auditing of policing to ensure policy is followed and constitutional policing occurs.
2. Auditing to ensure compliance with the Collins Agreement and Crime Plan related policing is appropriately documented.
3. Continuous monitoring of budget to ensure resource availability.
4. Ongoing training as necessary to ensure compliance with policy, laws, agreements, and Constitution.
5. Discipline as necessary.

Admin Bureau functions to measure the success of the Crime Plan are as follows:

1. Audits indicate that members are adhering to policy, settlement requirements, and conducting constitutional policing.
2. Members conduct policing in accordance to trained policy and procedure.
3. Discipline occurs when violations exist.

Data Overview of Violent Crime

Data indicates after an increase in violent crime in 2021, violent crime in Milwaukee declined in 2022. Despite this, homicides and carjackings continued to increase.

It is notable that cities around the country faced similar increases. According to the 70 responding agencies within the Major Cities Chiefs Association¹, there has been a national increase in robbery and aggravated assaults (which includes non-fatal shootings):

MCCA Violent Crime in the United States		
United States	2021	2022
Homicide	9,634	9,138
Rape	33,910	32,317
Robbery	116,587	122,119
Aggravated Assault	344,420	345,306

¹ Data obtained from the Major Cities Chiefs Association (February 2, 2023). Violent Crime Survey – National Totals, Year End Comparison, January 1 – December 31, 2021, and 2022.

MILWAUKEE POLICE DEPARTMENT 2023 VIOLENT CRIME PLAN

In Milwaukee, there was a 15% decline in overall Part I Crime in 2022. In addition, there were also marked decreases in other key offenses, including rape, robbery, aggravated assault, auto theft, and burglary. Despite these achievements, there is an increase in homicide in 2022.

Offense	2019	2020	2021	2022	21-22 % Change
Homicide	97	190	193	214	11%
Rape	468	491	505	480	-5%
Robbery	1,980	2,086	2,080	1,800	-13%
Aggravated Assault	5,746	7,238	7,518	7,120	-5%
Human Trafficking	57	30	12	29	142%
Total Violent Crime	8,348	10,035	10,308	9,643	-6%
Burglary	3,693	3,463	2,831	2,332	-18%
Theft	7,986	8,552	10,229	8,722	-15%
Auto Theft	3,487	4,508	10,486	8,092	-23%
Arson	200	288	246	255	4%
Total Property Crime	15,366	16,811	23,792	19,401	-18%
Total Part I Crime	23,714	26,846	34,100	29,044	-15%
Offense	2019	2020	2021	2022	21-22 % Change
Non-Fatal Shootings	452	764	873	877	0%
Carjackings	357	375	372	397	7%

Milwaukee Homicide Data

Homicides by Police District				
Police District	2020	2021	2022	21-22 % Change
District 1	4	4	3	-25%
District 2	24	15	27	80%
District 3	43	44	41	-7%
District 4	27	24	42	75%
District 5	51	50	42	-16%
District 6	6	4	4	0%
District 7	35	51	54	6%
Unknown	0	1	1	0%
Citywide Total	190	193	214	11%

Homicide Related Factors

Top Primary Factor	2020	2021	2022
Unknown	65	74	73
Argument/Fight	52	58	60
Domestic Violence	15	17	23
Retaliation	11	5	12

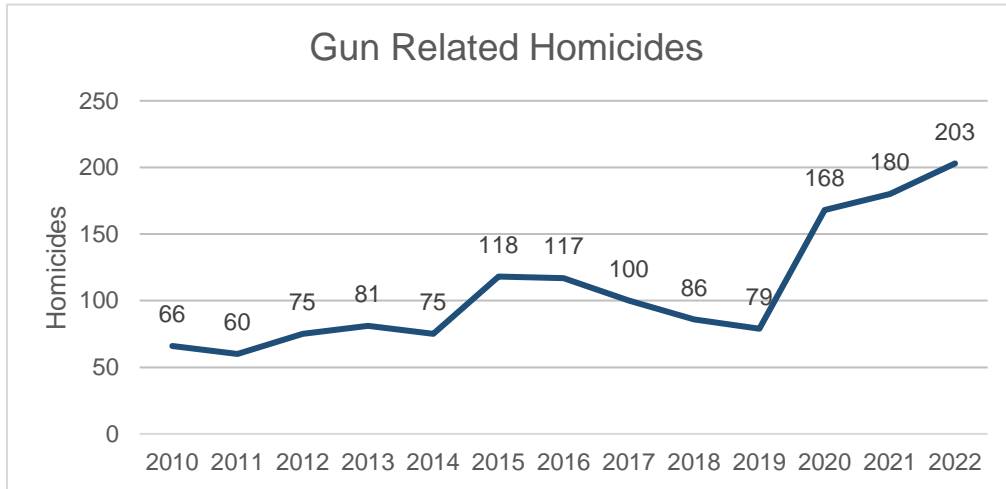
Top Location Type	2020	2021	2022
Residence	49	36	69
Vehicle	57	57	41
Street	38	48	39

Juvenile Victims

Offense	2020	2021	2022
Homicide	27	21	27
Non-Fatal Shootings	73	116	110
Total	100	137	137

Firearm Related Homicides

Firearm Related	2020	2021	2022
% Firearm Related	88%	93%	95%

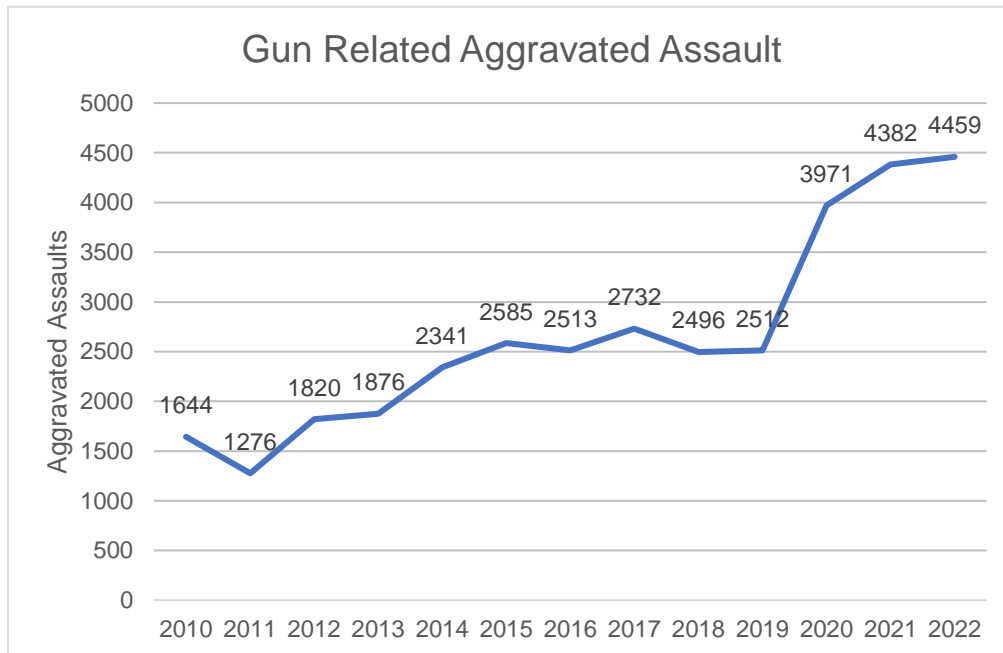


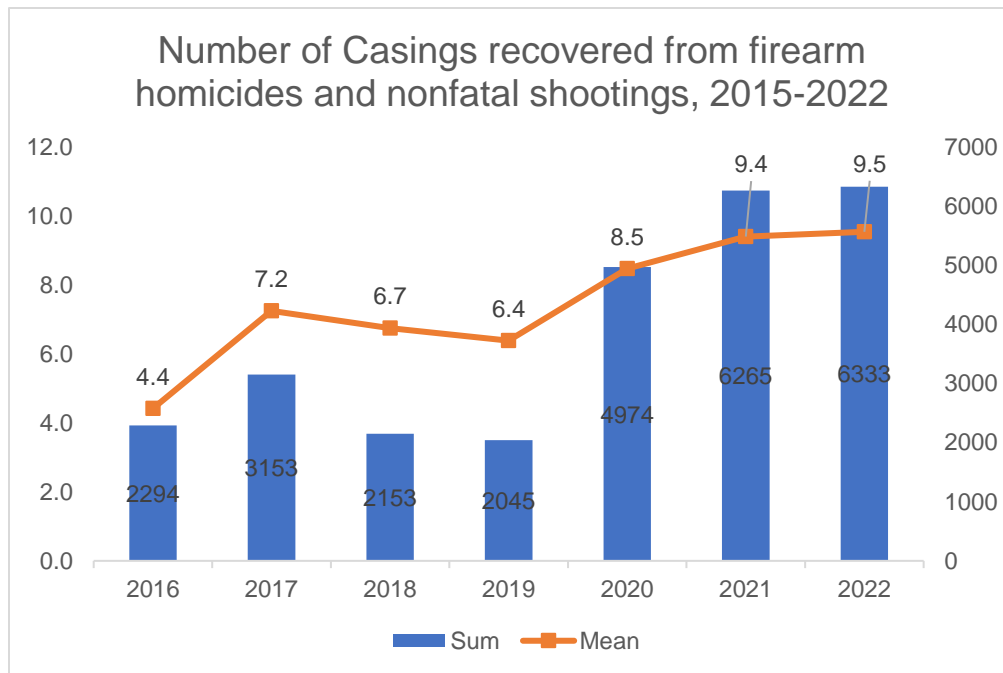
Non-Fatal Shootings				
Police District	2020	2021	2022	21-22 % Change
District 1	7	20	44	120%
District 2	82	94	91	-3%
District 3	190	173	156	-10%
District 4	84	116	122	5%
District 5	212	214	207	-3%
District 6	13	8	14	75%
District 7	154	226	200	-12%
Unknown	22	22	43	95%
Citywide Total	764	873	877	0%

Non-Fatal Shooting Related Factors

Top Primary Factor	2020	2021	2022
Unknown	227	278	306
Argument/Fight	276	299	296
Robbery	70	64	74
Retaliation	51	27	40

Top Location Type	2020	2021	2022
Vehicle	219	268	248
Street	252	251	244
Residence	95	100	123

Firearm Related Aggravated Assaults

Casings (Source: Medical College of Wisconsin)

For violent crime, MPD tracks multiple data points, including gun types used in crimes (“evidence guns”), shots fired, firearms seized and reported firearm theft.

Gun shots are measured by calls for service for shots fired, as well as alerts from MPD’s gunshot detection system (“GSDS”).² It is the mission of the department to decrease injuries and/or fatalities by rapidly responding to the area of detected shots to investigate GSDS alerts following established standards of officer safety, investigative protocol, and evidence recovery.

The GSDS system guarantees detection of 90% of gunfire within the coverage area within 25 meters of the incident. GSDS publishes the event in 60 seconds or less 90% of the time.

GSDS Calls by Geography			
Area	2021	2022	21-22 % Change
North	15,421	14,615	-5%
South	1,582	1,519	-4%
Total	17,003	16,134	-5%

The GSDS system provides the police department the ability to better track overall shots fired incidents, conduct better predictive analysis and allow for the most cost effective and expeditious method relative to the deployment and redeployment of police resources based upon the data. GSDS personnel review the sound files for verification and classify the incident as a gunshot, multiple gunshots, or possible gunshots. Furthermore, GSDS data and casing collection supports the National Integrated Ballistic Information Network (NIBIN) investigations and leads to linking cases, solving crimes, and preventing future offenses. MPD was second nationally in submitting

² There are approximately 10 square miles of GSDS coverage throughout the City of Milwaukee. For strategic reasons, those locations are not publicly disclosed and are subject to change based on operational needs.

NIBIN cases and casings to the ATF from 2017-2021.³ This is notable as it reflects that MPD is a national leader in the implementation of innovative technology for investigative purposes to establish crime links.

GSDS activations can help identify single, multiple and probable gunfire and assist in the strategic deployment of resources:

GSDS Activations

GSDS Activations	2021	2022	21-22 % Change
Single Gunshot	5,802	5,398	-7%
Multiple Gunshot	9,577	9,980	4%
Probable Gunshot	1,624	756	-53%
Total Activations	17,003	16,134	-5%

As shown below, there has also been a significant increase in shots fired from fully automatic firearms or firearms that have been manipulated to allow for fully automatic firing:

GSDS Fully Automatic Activations

Fully Automatic Activations	2021	2022	21-22 % Change
Single Gunshot	0	2	NC
Multiple Gunshot	252	550	118%
Probable Gunshot	4	11	175%
Total Activations	256	563	120%

Likewise, there has been an increase in the use of “ghost guns.” Ghost guns are unserialized guns, making them untraceable. They can be bought online and assembled at home, often through kits.⁴ Since the beginning of 2020, 163 ghost guns have been processed through the NIBIN lab⁵. Nationally, the number of suspected ghost guns submitted to the ATF for tracing increased 1,083% from 2017 (1,629) to 2021 (19,273)⁶

³ Data obtained from the ATF National Firearms Commerce and Trafficking Assessment. For more information: <https://www.atf.gov/firearms/national-firearms-commerce-and-trafficking-assessment-nfcta-crime-guns-volume-two>.

⁴ On April 11, 2022, President Biden announced a crackdown on ghost guns. For more information: <https://www.whitehouse.gov/briefing-room/statements-releases/2022/04/11/fact-sheet-the-biden-administration-cracks-down-on-ghost-guns-ensures-that-atf-has-the-leadership-it-needs-to-enforce-our-gun-laws/>.

⁵ Data obtained from the Milwaukee Police Department Fusion Division for the time period of January 1, 2020 – May 31, 2022.

⁶ Data obtained from the ATF National Firearms Commerce and Trafficking Assessment. For more information: <https://www.atf.gov/firearms/national-firearms-commerce-and-trafficking-assessment-nfcta-crime-guns-volume-two>.

Report of Ghost Guns / Full Auto (Switch)

Firearm Type	2020	2021	2022	20-22 % Change	21-22 % Change
Full Auto/Switch	13	33	65*	400%	97%
Ghost	8	37	118*	1375%	219%
Total	21	70	176*	738%	151%

* There were 7 firearms that were identified as being a full-auto and a ghost gun.

Recovered Firearms & Evidence Guns

Gun Recoveries	2020	2021	2022	21-22 % Change
% Evidence	87%	89%	87%	-2%
Total	3,097	3,279	3,242	-1%

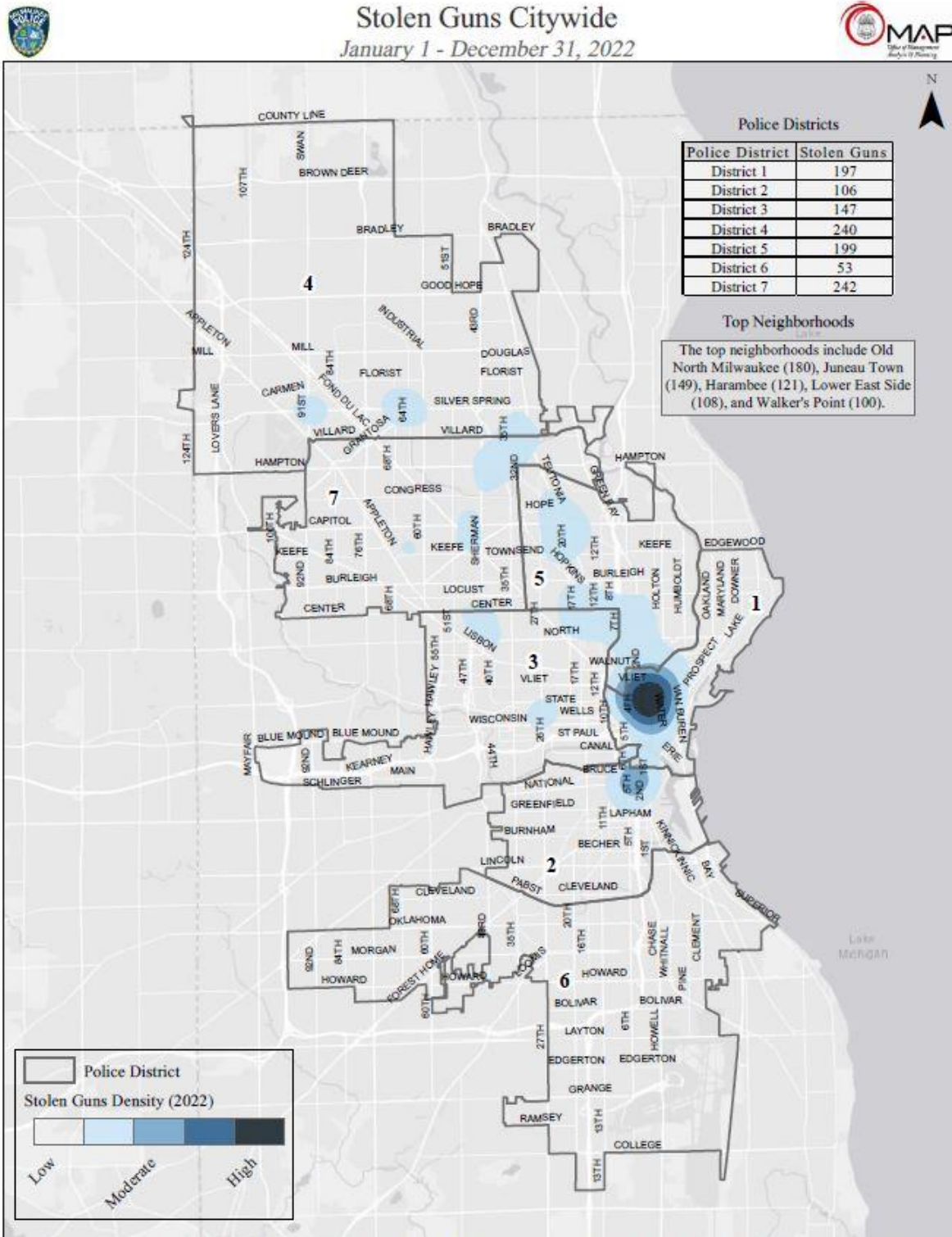
The vast majority of recovered firearms involve evidence guns. Evidence guns include firearms that were utilized in a crime.

Stolen Firearms

There has been a marked increase in stolen guns in the city. Guns stolen from vehicles account for 62% (737) of all guns stolen in 2022 and 63% (863) in 2021. In 2022, guns stolen from vehicles occurred most frequently in District 1 (183; 25%), followed by District 4 (124; 17%) and District 7 (132; 18%). Nationally, there were 1,074,022 firearms reported stolen from 2017-2021.⁷

Stolen Firearms						
Location	2019	2020	2021	2022	Total	21-22 % Change
Vehicle	329	591	863	737	2,520	-15%
Residence	229	348	379	357	1,313	-6%
Person	27	65	81	68	241	-16%
Business	10	11	19	11	51	-42%
Garage	10	12	15	11	48	-27%
Other	5	6	11	4	26	-64%
Total	610	1,033	1,368	1,188	4,199	-13%

⁷ Data obtained from the ATF National Firearms Commerce and Trafficking Assessment. For more information: <https://www.atf.gov/firearms/national-firearms-commerce-and-trafficking-assessment-nfcta-crime-guns-volume-two>.



While District 7 had the highest frequency of incidents in 2022 (242), District 1 had the greatest spatial concentration of stolen firearms. Neighborhoods that experienced the highest frequency of stolen guns include Juneau Town (83), Old North Milwaukee (60), Walker's Point (52), Silver Spring (42), and North Division (41). From January 1 – December 31, 2022, there were 71 locations that experienced two or more stolen firearm incidents. The top two addresses were bars and had 7 incidents of stolen guns from vehicles.

Felon in Possession of a Firearm Arrests

Offense	2019	2020	2021	2022
Felon in Possession of Firearm	782	844	986	992

Clearance Data

Percent Cleared by Arrest or Exceptional Means					
Offense	2019 National	2019	2020	2021	2022
Homicide	55%	77%	54%	51%	57%
Rape	28%	46%	41%	36%	36%
Robbery	24%	24%	23%	25%	25%
Aggravated Assault	41%	42%	38%	42%	38%
Burglary	11%	7%	9%	9%	9%
Auto Theft	10%	3%	2%	2%	7%
Arson	19%	17%	15%	12%	11%
Human Trafficking	N/A	58%	50%	67%	26%
Non-Fatal Shootings	N/A	50%	40%	36%	33%
Carjackings	N/A	36%	40%	38%	35%

It is important to note, clearance rates are impacted by multiple factors, including the amount of crime occurring and personnel available to address that crime. As is discussed above, there has been a marked decrease in sworn strength over the past 20+ years. As a result, MPD has continued to clear *more total cases*, but due to the increase in total crimes, may have a decrease in the *clearance rate*.

MPD has made a concerted effort to improve clearance rates despite the challenges of increased crime and decreased staffing. As discussed below, MPD has engaged in new and innovative partnerships, initiatives and task forces to improve efficiencies and divert calls for service to entities outside of law enforcement.

Summary of Data Findings

This data drives the priorities of the Crime Plan and also studies the challenges MPD faces in the Crime Plan implementation. Key takeaways from the data are as follows:

- Addressing firearm-related criminal behavior is a priority.
- Certain geographical areas have more firearm related criminal behavior occurring than others.
- While certain geographical areas have less firearm related criminal behavior occurring, some of these areas have more incidents of related crime such as stolen firearms from autos. These related crimes must also be addressed to mitigate violent crime.
- MPD faces a number of challenges to address these crimes, including but not limited to:
 - An increase in violent crime stemming from interpersonal conflict (i.e., arguments, domestic violence).
 - An increase in the number of casings that could correlate to more multiple victim violent crime incidents (magazine capacity, easier to fire multiple rounds).
 - A substantial increase in ghost guns that are accessible without background check, and unable to trace.
 - An increase in stolen guns in the City (more firearms in the hands of unauthorized users).

Understanding our priorities and recognizing our challenges, what follows is the Milwaukee Police Department's 2023 Crime Plan.

THE MILWAUKEE POLICE DEPARTMENT 2023 VIOLENT CRIME PLAN

Guiding Principles

The principles that guide this plan are based upon research, empirical evidence, best-practices, and a data-driven decision making process. MPD's Crime Plan incorporates the following principles:

- Community-oriented policing approach that emphasizes a collaborative effort with intergovernmental partners, community partners, and neighborhood residents.
- Problem-oriented policing approach that directs our officers to focus on ways to prevent, disrupt, and deter crime with more than just enforcement actions.
- Intelligence-led policing that focuses on leveraging intelligence and research analysis to drive operational and deployment decisions.
- Enhanced guardianship that focuses on more visible police presence and positive community interactions that are designed to mitigate opportunities for crime to occur

And, ***constitutional policing is at the core of all of the principles MPD utilizes to address crime in our City.*** Stops and interviews made when investigating violent crime must always be based upon probable cause or reasonable suspicion.

MPD's Executive Command Staff will conduct regular assessments to determine the efficacy of the Crime Plan and its impact. These assessments include regular meetings with district commanders to discuss results of metrics that include community surveys, crime statistics, and any challenges that may arise with implementation.

Geographical Focus

An analysis of the Seven (7) Police Districts across the city resulted in the identification of focus areas based on the frequency of 2022 firearm related homicides, non-fatal shootings, aggravated assaults, robberies and gun shot detections. The following are the broad focus areas of the 2023 Violent Crime Plan:

- Old North Milwaukee – District 7
- Walker's Point – District 2
- Lincoln Village – District 2
- North Division – District 3
- Metcalf Park – District 3
- Sherman Park – District 7
- Harambee – District 5
- Arlington Heights – District 5
- Franklin Heights – District 5
- Polonia Neighborhood – District 6
- Woodlands – District 4
- Westlawn – District 4

However, each Patrol Bureau geographical District (MPD Districts 1-7) has been tasked with identifying micro-level focus areas within the District to build an operational strategy to mitigate crime specific to those district areas. Each district reviewed the types of crimes that occur specific to these micro-areas, the times the crimes occur, and the rate of crime in these areas. The strategies provided in this Crime Plan provide the new and ongoing initiatives that MPD intends to utilize to strategically target violent crime citywide, and these initiatives occur city-wide. However, each district has created their own strategic plan built upon these initiatives, specific to the violent crime priorities in that particular geographical area. These micro-level crime plans are multi-faceted approaches to district specific initiatives.

For instance, in 2022, guns were stolen from vehicles most frequently in MPD District 1. Therefore, MPD District 1 has developed a strategic micro-level crime plan to address this particular issue; whereas other District plans would focus on the criminal behavior that occurs most frequently in that respective district. **Summaries of these district-level micro plans are included at the end of this Crime Plan (See pages 30-43).**

Community Oriented Policing Initiatives

These are some of the initiatives that are currently in place or will be implemented reflecting a collaborative effort with intergovernmental partners, community partners, and neighborhood residents to decrease violent crime in neighborhoods. These initiatives are intended to prevent, investigate, reduce, deter and/or mitigate violent crime.

1. **Youth Outreach.** MPD's community oriented policing approach starts with prioritizing engagement with the youth of Milwaukee. MPD is committed to traditional enforcement mechanisms, but we understand our best public safety efforts lie in building positive relationships with our youth to prevent criminal behavior in the youngest members of our community. Engaging youth early on provides the best opportunity for MPD to develop trust and legitimacy and proactively prevent crime in our community. There are many ways MPD engages the community's youth. MPD has a number of partnerships with both private and public schools in our community that go beyond traditional policing. Our officers participate in school activities, extracurricular activities, and informal mentorship. MPD's community engagement manager has been tasked with building a robust youth engagement strategy to make the department's outreach efforts meaningful and robust. The following is a sample of some of the many ways MPD engages with our City's youth:
 - a. **Earn to Learn:** MPD districts participate in this program in partnership with the City of Milwaukee to provide youth employment in law enforcement and prepare youth with practical workforce skills.
 - b. **Police Athletic League (PAL):** MPD is currently working with PAL to once again have an active chapter in Milwaukee. PAL seeks to promote the prevention of juvenile crime and violence by building relationships among kids through positive engagement and interaction with law enforcement.
 - c. **Atlas One.** Atlas One is an "app" that MPD has invested in and promotes. The app allows students to communicate to police any school safety issues they encounter.

- d. **REACH-A-Child:** MPD officers offer children bags with books that are privately sponsored. The initiative was launched in District 2 and District 3 for each active squad in their district. This initiative provides children with a positive MPD contact and encourages literacy and positive educational activities. MPD is exploring expanding the program citywide.⁸
 - e. **Strengthened Commitment to Partnership with Safe & Sound:** The mission of Safe & Sound is to unite residents, youth, law enforcement and community resources to build safe and empowered neighborhoods. Safe & Sound regularly works together with MPD on youth organizing, youth/police dialogue sessions, Barbershop Mondays, drug-free role model/mentors, community organizing, creating block clubs, participating in National Night Out, coordinating drug take back events, facilitating crime prevention through environmental design walks and participating in crime and safety meetings.⁹
2. **District Crime and Safety Meetings.** Crime and Safety Meetings occur monthly in every district. These meetings are an opportunity for the community to share with their respective police district leadership and representatives their concerns about crime in their neighborhoods and receive data about crime trends within the district. This forum provides an exchange of information to educate the community on public safety, and to receive information to drive district strategy and priorities.
 3. **Community Oriented Policing Engagement Sessions.** In 2022, MPD worked collaboratively with the Community Collaborative Commission (CCC) and the FPC to plan and prepare for upcoming Community Oriented Policing Engagement meetings at each aldermanic district. The information from the community will drive MPD's Community Policing Plan which will drive all of MPD's community policing efforts city-wide. The inaugural session occurred in July of 2022, and a session in a different aldermanic district has been held monthly since. This work will continue through 2023. MPD is gathering the information from each session and will provide it to the Public Policy Forum. After the conclusion of the meetings, the Public Policy Forum will produce a report of its findings and will include recommendations. That report, along with MPD's own data and feedback from the CCC and FPC, will help create an effective and meaningful Community Policing Plan that will be put in action. This work will provide MPD with a roadmap for how to police the community that it serves the way the community wants to be policed and will continue the important work to build trust and legitimacy.
 4. **City-wide Approach to Community Partnership Units (CPU).** Each MPD District has dedicated CPU officers that work directly with local community organizations, residents, and elected officials to understand district specific concerns (including violent crime). District CPU officers work with intergovernmental partners like the Department of Neighborhood Services (building code enforcement), and the Department of Public Works (DPW), the District Attorney's Office and the City Attorney's Office to resolve district specific concerns and can assist in violent crime investigations through community relationships. In the past year, Patrol Bureau has centralized oversight to provide city-wide education to CPU teams, and learn best practices that can be applied city-wide. District CPU members meet regularly with Patrol Bureau leadership to exchange ideas for resolving crime in neighborhoods.

⁸ For more information: <https://reachachild.org/>.

⁹ For more information: <https://safesound.org/>.

5. **Violent Crime Reduction Partnerships.** MPD prides itself in developing and maintaining excellent professional relationships with area law enforcement, including the Milwaukee County Sheriff's Office, the U.S. Marshalls, DEA, local police departments, the Secret Service, the Bureau of Alcohol, Tobacco, Firearms and Explosives ("ATF"), the Department of Corrections ("DOC"), the Federal Bureau of Investigation ("FBI") and various other entities. In addition, MPD has excellent relationships with its partners within the criminal justice system. MPD has also developed a strong and productive relationship with the Office of Violence Prevention. Together, we share a common goal of the pursuit of justice and increased public safety. The following is a sample of some of the new or enhanced initiatives with our law enforcement partners:
 - a. **Crime Stoppers:** On October 15, 2019, the MPD began a partnership with Milwaukee Crime Stoppers, a non-profit organization of citizens and local media to assist in fighting crime. Crime Stoppers is a nationally-recognized crime prevention program that provides reward money to community members who provide anonymous tips about criminal activity that lead to arrests. This program allows members of the public to share the responsibilities of solving crime in our community by anonymously reporting information that leads to the arrests of those who break the law. Our partnership with Crime Stoppers has played a vital role in solving crime that otherwise may have gone unsolved. MPD remains committed to collaborating with Crime Stoppers and our community to solve crime and bring closure to the victims that have been impacted.¹⁰
 - b. **Department of Corrections:** In partnership with DOC, MPD officers conduct targeted operations to arrest subjects that have active warrants for violations of the conditions of Probation/Parole. In addition, DOC works with MPD for individuals to successfully complete the terms of their supervision.
 - c. **Enhanced Community Surveillance Camera Platforms.** In partnership with community businesses and organizations, MPD is in the process of enhancing the platform by which we have access and are able to view city-wide cameras owned and operated by MPD, intergovernmental partners, and those businesses and organizations that voluntarily participate. These enhancements allow MPD an additional tool for solving crimes and identifying violent crime suspects.
 - d. **High Intensity Drug Trafficking Area (HIDTA):** Understanding a nexus exists between violent crime and illegal drug trafficking, HIDTA plays a key role in the violent crime mitigation strategy. The mission of HIDTA is to disrupt and dismantle drug trafficking and criminal organizations engaged in the distribution of narcotics in the Milwaukee area and across the state. HIDTA coordinates with local, state and federal partners to combat drug trafficking networks and efforts assist in and lead to state and federal prosecutions.
 - e. **Milwaukee Area Violent Crimes Task Force (MAVCTF):** A coordinated local, state and federal partnership to identify, apprehend, and prosecute criminal enterprise groups and individuals responsible for crimes of violence including Hobbs Act robberies, bank robberies and carjackings.

¹⁰ For more information: <http://www.milwaukeecriimestoppers.com/sitemenu.aspx?ID=870&>.

- f. **Office of Violence Prevention (OVP):** Created within the City of Milwaukee Health Department, the Office of Violence Prevention (OVP) pursues strategic direction and oversight for City efforts to reduce risk of violence through linked strategies in partnership with government, non-profit, neighborhood, and faith organizations. MPD regularly partners with and provides support to OVP as we collaboratively work in achieving the strategies outlined in this plan.¹¹ MPD command staff will continue to grow the partnership with OVP to create and develop protocol for responding to situations where OVP can assist in intervention, deescalating interpersonal conflict, and providing resources to victims.
- g. **Partnerships with Prisoner Re-Entry Programs.** MPD seeks to enhance its partnerships with organizations like Partners in Hope to support formerly incarcerated prisoners having successful reentries into the community.¹² This is a strategic effort to prevent and deter reoffenders and thereby reduce violent crime.
- h. **U.S. Marshals Service:** Work collaboratively with the Specialized Investigations Division to apprehend wanted fugitives. Operation North Star, announced in February of 2023, is one collaborative effort to highlight. MPD received federal grant money to work in collaboration with the U.S. Marshals to investigate and locate priority federal fugitives with firearm related charges. To date, 62 wanted individuals have been arrested during Operation North Star.

This list of community-oriented policing efforts included in our Crime Plan is not exhaustive. We continue to grow our community partnerships and welcome any organization to the table who wants to reduce violent crime in Milwaukee.

Problem Oriented Policing Initiatives

The Crime Plan relies on problem-oriented policing that directs the department to focus on ways to prevent, disrupt and deter crime beyond traditional enforcement. This policing approach focuses on the actual problem itself, and utilizes offender-focused and place-focused solutions to mitigate violent crime. Identified as problems to be addressed based upon data, community input and district-specific knowledge, this Crime Plan addresses the problem of increased firearm related violent crime, particularly shootings and homicide. We understand that the problems we face are increased access to firearms, and increased criminal firearm behavior attached to domestic violence, and interpersonal relationships. We understand that firearm related criminal behavior occurs more in certain geographical areas than others. With that understanding, what follows are some of the new and enhanced initiatives MPD will utilize to mitigate violence crime using a problem-oriented policing approach. This section is divided into offender-focused approaches, and place-based approaches. There are some initiatives, however, that we rely on to target violent crime that consider both offender and location. Some of the new and enhanced initiatives are highlighted below.

Offender-focused and Place Based Problem-Oriented Policing Initiatives

¹¹ For more information: <https://city.milwaukee.gov/Health/Services-and-Programs/staysafe>.

¹² For more information: <https://www.thecommunitywarehouse.org/partners-in-hope#partners-in-hope-about>.

1. **Focused Deterrence.** MPD is committed to focused deterrence to proactively mitigate and prevent violent crime from occurring. Focused deterrence is a method that creates partnerships between police, prosecutors, key community members and key service providers (i.e., OVP, 414LIFE). Through these partnerships, individuals and groups are identified that drive ongoing violence in the city. Strategic teams created by the partnerships then reach out to those individuals and groups and inform them they have been identified as someone likely to be involved in violent crime either as a shooter or a victim, offer community support, assistance and resources, and educate and inform them of the criminal consequences if the behavior does not cease.

Other focused deterrent strategies exist and MPD relies on our partners to pave the way for these efforts including street outreach and cognitive behavioral therapy. MPD is committed to these additional deterrence strategies and will assist organizations in the implementation of such initiatives.

Highlighted below are some examples of the ways MPD has implemented focused deterrence strategy as a violent crime prevention tool.

- a. **Weekly Public Safety Reviews.** Weekly public safety reviews are conducted as part of our inclusion in VR-PHAST (Violence Reduction – Public Health and Safety). This weekly review of shootings in the City bring together MPD with our intergovernmental partners such as the Department of Correction (responsible for probation and parole), the District Attorney's Office (responsible for charging crimes), LIU (licensing enforcement and regulation), the Medical College of Wisconsin (MCW), domestic violence advocates, the Housing Authority (HACM), Juvenile Corrections, U.S. Attorney's Office, FBI, ATF, U.S. Marshalls, Office of Violence Prevention (OVP), 414LIFE, Sojourner Truth House, CYFS, and others to review the shootings that happened the week prior. This review helps all partners understand the incidents that occurred, understand the background of both the offender and the victim, and to brainstorm ways to intervene, prevent retaliation, and provide resources to those affected by violent crime. These reviews are not new, but continue to be a priority for MPD as the information sharing that occurs enhances our ability to intervene in violent crime. Success is measured by regular analysis conducted by both MCW and OMAP.
- b. **Enhanced participation in the Domestic Violence High-Risk Team (DVHRT):** MPD understands that data reflects an increase in domestic violence related violent crime. DVHRT leverages the predictability of domestic violence by incorporating research-based risk assessment into a community's domestic violence response system to identify the most dangerous cases. These cases are monitored by a multidisciplinary team that shares case information and implements coordinated intervention plans to mitigate the danger. DVHRT is a recognized best practice by the U.S. Department of Justice to address domestic violence cases at highest risk for homicide focusing on individualized recommendations for each case to maximize safety for survivors and accountability for offenders. In 2023, MPD reallocated human resources to increase support to DVHRT in direct response to the increase in violent crime related to domestic violence.
- c. **Incident Alert Notifications (for homicides, non-fatal shootings and fatal motor vehicle accidents).** MPD provides timely notifications to community stakeholders (OVP, Milwaukee Public Schools, CYFS, etc.). These notifications enable an appropriate and efficient response of resources that support interruptions and non-

police led de-escalation measures to prevent further violent crime from occurring.

- d. **Vertical Prosecutions.** MPD works in collaboration with the District Attorney's office to partner with a dedicated prosecutor on a particular case from beginning to end. This makes the process from arrest to conviction more efficient by establishing a single point of contact for both agencies to work through cases.
 - e. **Firearms Denial Program.** The Firearms Denial Program is a weekly agenda item discussed at the Public Safety Review. The Firearms Denial Program focuses on identifying prohibited persons and straw purchasers who attempt to purchase a firearm to prevent violent crime from occurring.
 - f. **Warm Handoffs.** MPD works in partnerships with numerous organizations and has developed a process for domestic violence survivors to connect with culturally specific social services. This empowers victims of domestic violence and potentially prevents escalation and additional violence from occurring.
 - g. **High Risk Youth Network.** Person-based strategy that identifies youth engaged in high-risk lifestyle and have a high level of recidivism. MPD works with system partners to intervene in the lives of these youth to deter additional crime.
 - h. **Credible Messengers.** MPD partners with Children Youth and Family Services (CYFS) to positively impact youth at all points of criminal justice system involvement. MPD makes referrals to Credible Messengers as violence preventers and interrupters. Credible Messengers includes experienced mentors who will respond to neighborhood/community level trauma, create space for positive youth engagement and community voice; and are change agents for racial equity and policy creation on issues that plague the youth, families and community. MPD is enhancing its involvement through custom notifications (focused intervention referrals to CYFS and OVP).
 - i. **Additional Training on Focused Deterrence approaches.** MPD will conduct additional Academy training, and roll call messaging to educate members on opportunities for focused deterrence, and resource-driven intervention. For example, the Academy is hosting a joint training with CYFS and youth-focused partners for certain officers related to youth offenders and best practices.
2. **Continuation of Summer Guardian.** In the summer of 2022, MPD created a targeted response in areas that were identified as having the most gunshots fired (utilizing GSDS technology). The response was titled "Summer Guardian" and deployed additional officers in these high frequency neighborhoods. To ensure the constitutionality of all stops, MPD required those officers assigned to this deployment to attend a constitutional policing refresher course. In addition, MPD organized community feedback sessions to ensure that the community was satisfied with the MPD presence and receive information on any concerns, including constitutional concerns, the community might have. Feedback from the community was positive throughout the deployment. Summer Guardian is an example of a multi-faceted approach to crime encompassing data, community input and regular feedback to reduce and mitigate the occurrence of violence in neighborhoods. Preliminary data from our VR-PHAST partners reflect that during the majority of deployment times (approximately 88%), there were no gun shot detections in the designated zones, despite the fact these were high gunshot density areas. The majority of the zones had fewer

homicide and nonfatal shooting incidents during the month of their deployment than their average number of incidents.

The measure of success of Summer Guardian was not to be in the amount of arrests made, or the amount of traffic stops and field interviews conducted. The success was based on what did not happen, that is, shots being fired or shootings. Policing was to be Constitutional, and within the measures of the Collins Agreement. A total of ten (10) individuals were arrested by officers during Summer Guardian Deployments and included carrying a concealed weapon, reckless endangerment of safety, and first degree intentional homicide.

During deployments, Officers had an impact on the community that cannot be measured in statistical analysis. Officers made contact with community members that were appreciative of their presence. Officer's mere presence discouraged illegal gambling activities and decreased loitering activities. Officers directly assisted community members with tasks that they were struggling with such as fixing a lawnmower and moving appliances. Summer Guardian was a model for deterring and reducing crime while simultaneously building trust and legitimacy with the community. MPD intends to replicate Summer Guardian on a regular and ongoing basis.

3. **Funeral/Vigil Advisories.** MPD conducts proactive deployments based on intelligence to address potential violent flashpoints attached to funerals or vigils when intelligence suggests possible retaliatory violence.
4. **Enhanced Partnerships with other Law Enforcement Agencies.** MPD is working with area law enforcement agencies to increase and enhance response to violent crime. For instance, MPD working with the Milwaukee County Sheriff's Office for the County to respond to gunshot detection system (GSDS) activations that occur in County park hot spots.
5. **Enhanced National Integrated Ballistic Information Network (NIBIN) team.** NIBIN is a system used to identify potential links or associations from the same firearm. MPD has dedicated investigative personnel assigned to follow up on the most active crime guns and other NIBIN leads. MPD is working to expand the investigation team.
6. **Enhanced neighborhood canvassing.** MPD will employ enhanced canvassing of neighborhoods for homicides and non-fatal shootings. This is an effort to increase those who come forward with information about violent crime in neighborhoods. One enhancement will be door hangs so that potential witnesses do not fear being seen speaking with MPD by those who commit violent crime.
7. **District-level CPU efforts.** MPD will continue utilizing CPU teams to gather information about district-specific crime priorities, and intelligence related to offenders to solve violent crime in neighborhoods.
8. **Target-Hardening.** Target hardening is a place-based method of policing that makes crime more difficult to commit. MPD works collaboratively with neighborhood and community partners to strengthen the security of residences and buildings through environmental design and other mechanisms that reduce the risk of crime. Examples are visible surveillance and strategic lighting.

9. **Actionable Intelligence-led policing.** MPD will continue to inform and educate all members of most wanted offenders through roll call, briefings and daily deployments.

This list of problem-oriented policing efforts included in our Crime Plan is not exhaustive. We continue to expand our strategies focused on offenders and behaviors and welcome ideas and community input.

Intelligence-led Policing Initiatives

Intelligence-led policing leverages intelligence and research analysis to drive MPD's operational and deployment decisions. Some examples of new and enhanced initiatives follow.

1. **Daily briefings.** Command Staff are provided with violent crime data for the previous 24 hours. This is discussed daily and allows MPD to target investigations specific to the crime that has occurred and deploy necessary resources to deter additional crime from occurring. This also assists command staff in understanding what drives violent crime, and to create focused strategies about urgent issues driving crime.
2. **Regular Data.** MPD Command Staff receive regular updates on data related to city-wide calls for service, violent crime levels in districts, and violent crime comparisons to previous years. This assists leadership in making deployment and possible reallocation decisions on a regular basis. These reports include:
 - **Daily Reports**
 - Daily crime summaries of death investigations, violent crimes, robberies, property crimes, sensitive crimes and vehicle pursuits.
 - Daily updates of homicide and non-fatal shooting database.
 - Daily update correlating violent crime incidents with offender and place.
 - Officers manually review homicide and non-fatal shooting reports and notify the Homicide Division and/or Violent Crimes Division if they notice any retaliation or possible follow-up for incidents.
 - **Weekly Reports**
 - 7-day and 21-day detailed homicide and non-fatal shooting reports that provide primary factors, locations, race, sex and age of victims, juvenile victims and applicable maps.
 - **Monthly Reports**
 - Homicide and non-fatal shooting data sent to the FBI
 - Aggravated assault data is sent to the Medical College of Wisconsin for analysis.

Violent Crime Plan Implementation Timeline

MPD is committed to rolling out new and enhanced initiatives in accordance to the timeline that follows. The timeline provided, however, could change depending on public safety priorities that are at times reactive and unforeseen.



Accountability Metrics

MPD will utilize a number of accountability metrics to determine if the Crime Plan is working, or if it needs to be enhanced or advised. Crime data trends is certainly a way to determine if the department's initiatives are working, but these trends alone cannot measure MPD's success. We will rely on a number of metrics to regularly review our strategy and initiatives. These metrics include:

- **Case Clearance Rate.** MPD tracks its clearance rate levels for multiple crime categories. Clearance rates are driven by productivity of law enforcement members, participating of the community in assisting investigations, the total amount of crime and staffing capacity limitations. An increase in the total amount of cases isolates the measurement of output, while not factoring in the total amount of crime and its staffing (factors largely out of MPD's control). Cases cleared also does not consider whether the suspect was convicted of the alleged crime(s) or any sentencing related to the criminal offense(s). However, monitoring clearance rate is also an indicator that the most violent criminals are identified and arrested.
- **Review of Crime Reporting.** The largest driver of police activity is calls for service from the community. An increase in total calls for service does not necessarily indicate an increase in crime, since factors like caller fatigue may dissuade residents from calling under the belief "nothing will happen." There are various methods to measure the rate of the community's participation in calling in crime beyond just an increase in reporting. Other methods include comparing shots fired calls for service from the community to shots fired calls for service from gunshot detection systems. The community plays the most important role in the investigation process by providing tips, identifying information and responding to police follow-up.
- **Review of Community Participation.** MPD will regularly evaluate event sign-ups and survey community participants at events to determine if our efforts are meaningful and engaging.
- **Auditing of documentation by MPD, FPC, and Crime and Justice Institute.** Regular and ongoing auditing of documentation to ensure appropriate reasonable suspicion or probable cause for all stops, frisks and searches is conducted.
- **Regular meetings with community when deployments occur.** MPD will share as much information as possible with the community if engaging in a directed patrol mission that targets violent crime if it requires an increase in presence in a neighborhood. In addition, MPD conducts regular and ongoing meetings during those directed patrol missions to receive community feedback about that presence to ensure it is positive and welcomes. Finally, MPD conducts meetings with communities after a deployment occurs to receive community input to determine whether or not they approved of the deployment, or have suggestions for improvement.
- **Feedback from Intergovernmental Partners.** MPD also measures success when our intergovernmental partners report that their constituents feel safe, approve of policing in their neighborhoods, and provide positive feedback about policing in their respective neighborhoods.

Call to Action

MPD's Crime Plan provides a multitude of initiatives that make up our overall strategy to mitigate violent crime in Milwaukee. While MPD plays a very important role in public safety, **we need every member of this community to be a part of the solution.** Here are some ways you can assist with public safety:

- **Join or Create Block Watch Program.** MPD is engaged with our community, and community organizations such as Safe & Sound, in establishing block watches through the assistance of Community Liaison Officers and Community Partnership Units that are comprised of sworn officers at the districts. A block watch is a neighborhood community program that allows residents to meet their neighbors, engage with local officers and other community entities. A Block Watch Captain from the neighborhood establishes the group and collaborates with law enforcement that provides crime prevention resources and other training to help report suspicious or criminal activities in the neighborhood. MPD is engaged with over 200 block watches in the City of Milwaukee.
- **Join the Public Safety Cadet Program.** MPD Public Safety Cadets learn about all facets of a career in law enforcement and are mentored by members of MPD. The program helps build understanding, provides role models and helps to develop young people interested in law enforcement careers through training and hands on programs¹³
- **Youth Engagement.** MPD participates in numerous youth engagement discussions, town halls, school events and activities. Encourage youth to be actively involved in positive outlets, serve as a role model and prioritize education. Mentor our youth, informally or formally.
- **Report Crime.** Whether through an anonymous tip line, like Crime Stoppers, calling 911 or the non-emergency line (414-933-4444), or answering questions from law enforcement, information from community members is the primary tool to solve crime.
- **Promote Gun Safety.** If you own a firearm, safely store it away from children and from being stolen. Use a gun lock and/or a gun safe. And do not serve as a straw purchaser for another individual to obtain a firearm.
- **Become a Police Auxiliary.** Police Auxiliaries are a volunteer group created to augment the regular police force in times of emergency and to serve as approved by the Chief of Police. Upon acceptance to the program, new auxiliaries will receive training in multiple areas such as crowd control, self-defense, state laws, traffic control, city ordinances and first aid. After completing the initial training, new auxiliaries may be assigned to assist with traffic control at special events, assist with providing security at a neighborhood festival, or work with a District Community Liaison Officer organizing block watch meetings.¹⁴

¹³ For more information: <https://mpdocoe.org/public-safety-cadets/>.

¹⁴ For more information: <https://mpdocoe.org/police-auxiliary-application/>.

Conclusion

MPD's Violent Crime Plan is intended to inform the community of MPD's strategic approach to addressing violent crime in Milwaukee. The Crime Plan reflects an overview of the ways MPD is addressing violent crime in this City. It is not exhaustive, and it is not unchangeable. MPD regularly reviews data, community and partner input, and revises its approach as necessary. MPD encourages public engagement, feedback and participation in creating a safer community to live.

MPD Police District One (1) Micro-Level Crime Pan

Police District 1 Overview

Crime

Crime Category	2021	2022	% Change
Homicide	0	3	NC
% Firearm Related	0%	100%	
Robbery	200	148	-26%
% Firearm Related	50%	47%	
Aggravated Assault	213	289	36%
% Firearm Related	40%	56%	
Crime Category	2021	2022	% Change
Auto Theft	2,078	2,135	3%
Crime Category	2021	2022	% Change
Non-Fatal Shootings	20	44	120%
Carjackings	32	33	3%
% Firearm Related	63%	64%	

Crime data counts distinct incidents with the exception of homicide, non-fatal shootings and aggravated assaults (which count victims) for the time period of January 1-December 31, 2021-2022.

Top 10 Priority 1 Calls for Service

Call Type	2021	2022	% Change
BATTERY	625	619	-1%
FIGHT	329	322	-2%
SUBJECT WITH A GUN	198	227	15%
SUBJECT WITH A WEAPON	185	202	9%
ENTRY	175	182	4%
BATTERY DV	173	175	1%
SHOTS FIRED	168	175	4%
ACCIDENT PROPERTY DAMAGE	118	167	42%
OVERDOSE	126	123	-2%
ACCIDENT PERSONAL INJURY	112	114	2%
Total P1 Calls	3,063	3,081	1%

Priority 1 calls for service data was obtained from the Computer Aided Dispatch System (CAD) and counts distinct calls for the time period of January 1-December 31, 2021-2022.

Through community feedback, OMAP data analysis, and District-level crime analysis, six micro-areas have been identified within MPD District 1 that contained high concentrations of crime within the district. D1 Focus Areas include neighborhoods within:

- Upper East Side, Cambridge Heights & Riverside Park
- Identified Neighborhoods in Lower East Side
- Kilbourn Town
- Third Ward and Juneau Town

MPD District 1 Priority Violent Crimes/Priority Crimes Related to Violent Crime include stolen firearms from entry to auto; entry to autos; vehicle theft.

Community Oriented Policing Initiatives

- In partnership with MPD District 1 community stakeholders, MPD District 1 is developing messaging/situational awareness information about properly securing vehicles, and properly securing firearms inside vehicles. This strategic messaging will be pushed out through social media, press, signage, and via our community partners.
- Situational awareness and educational signage will be posted inside focus areas and in parking lots and structures.

Problem Oriented Policing Initiatives

- Focused deterrence in the form of mentorship for at risk youth. MPD District 1 supports Above and Beyond the Playground Foundation and also Nativity School. MPD District 1 works with these organizations to have conversations with youth about the dangers of reckless driving and other priority public safety topics.
- District officers with unobligated time will be dedicated to focus areas for entry to auto deterrence and enforcement.
- Two dedicated day-shift officers will work with assigned squads to prioritize incident follow up and crime linking.
- Work in collaboration with the assigned District Attorney to ensure these priority crimes result in charges.
- Place-based target-hardening (Crime Prevention through Environmental Design, CPTED) recommendations will be provided to District parking lots and garages.
- In collaboration with community partners, working on the strategic placement of enhanced surveillance cameras and mobile light towers.

Intelligence-led Policing Initiatives

- OMAP analysis of micro-areas for strategic focus conducted.
- Regular updates of crime statistics in these areas.

Accountability Metrics

- Review of crime rates in identified micro-areas.
- Community feedback.
- Assigned supervisor to ensure implementation and progress.

MPD Police District Two (2) Micro-Level Crime Pan

Police District 2 Overview

Crime

Crime Category	2021	2022	% Change
Homicide	15	27	80%
% Firearm Related	87%	81%	
Robbery	348	297	-15%
% Firearm Related	54%	53%	
Aggravated Assault	905	787	-13%
% Firearm Related	56%	65%	
Crime Category	2021	2022	% Change
Auto Theft	1,275	1,033	-19%
Crime Category	2021	2022	% Change
Non-Fatal Shootings	94	91	-3%
Carjackings	66	65	-2%
% Firearm Related	62%	65%	

Crime data counts distinct incidents with the exception of homicide, non-fatal shootings and aggravated assaults (which counts victims) for the time period of January 1-December 31, 2021-2022.

Top 10 Priority 1 Calls for Service

Call Type	2021	2022	% Change
ShotSpotter	1,508	1,412	-6%
Battery	1,225	1,262	3%
Shots Fired	959	1,086	13%
Battery DV	897	923	3%
Subject with Gun	795	841	6%
Overdose	439	620	41%
Subject with Weapon	603	528	-12%
Entry	501	503	0%
Fight	505	424	-16%
ACC PI	210	241	15%
Total P1 Calls	7,642	7,840	3%

Priority 1 calls for service data was obtained from the Computer Aided Dispatch System (CAD) and counts distinct calls for the time period of January 1-December 31, 2021-2022.

Through community feedback, OMAP data analysis, and District-level crime analysis, seven micro-areas have been identified within MPD District 2 that contained high concentrations of crime within the district. D2 Focus Areas include neighborhoods within:

- Clarke Square
- Walker's Point
- Muskego Way
- Historic Mitchell Street
- Forest Home Hills
- Layton Park
- Lincoln Village

District 2 Priority Violent Crimes/Priority Crimes Related to Violent Crime include homicide, firearm related aggravated assault, reckless endangerment of safety and shots fired.

Community Oriented Policing Initiatives

- In partnership with MPD District 2 community stakeholders, MPD District 2 will continue and create community engagement opportunities (meetings, listening sessions, etc.).
- MPD District 2 will create opportunities to educate residents about relevant community resources.

Problem Oriented Policing Initiatives

- Strategic Dedicated Patrol Missions (DPMs) to target individuals wanted for committing firearm related crime within the focus areas.
- MPD District 2 personnel squads will receive additional training to identify and apprehend violent offenders.
- MPD District 2 will continue their work in collaboration with the FBI and additional outside jurisdictions to increase and enhance apprehension of violent offenders.
- MPD District 2 has created a Community Impact Unit that enhances violent crime investigations.
- MPD District 2 will increase bicycle patrol to provide police presence in focus areas.
- Work in collaboration with the assigned District Attorney to ensure these priority crimes result in charges.
- Place-based target-hardening (Crime Prevention through Environmental Design, CPTED) recommendations will be provided to District 2 licensed premises and businesses upon request.

Intelligence-led Policing Initiatives

- OMAP analysis of micro-areas for strategic focus conducted.
- Regular updates of crime statistics in these areas.

Accountability Metrics

- Review of crime rates in identified micro-areas.
- Community feedback.

MPD Police District Three (3) Micro-Level Crime Pan

Police District 3 Overview

Crime

Crime Category	2021	2022	% Change
Homicide	44	41	-7%
% Firearm Related	93%	98%	
Robbery	377	325	-14%
% Firearm Related	58%	52%	
Aggravated Assault	1,133	1,073	-5%
% Firearm Related	71%	75%	
Crime Category	2021	2022	% Change
Auto Theft	1,149	849	-25%
Crime Category	2021	2022	% Change
Non-Fatal Shootings	173	156	-10%
Carjackings	63	75	19%
% Firearm Related	63%	64%	

Crime data counts distinct incidents with the exception of homicide, non-fatal shootings and aggravated assaults (which counts victims) for the time period of January 1-December 31, 2021-2022.

Top 10 Priority 1 Calls for Service

Call Type	2021	2022	% Change
ShotSpotter	5,701	4,691	-18%
Battery	1,703	1,725	1%
Subject with Gun	1,574	1,425	-9%
Shots Fired	1,156	1,121	-3%
Battery DV	1,170	1,120	-4%
Subject with Weapon	819	749	-9%
Entry	732	532	-27%
Fight	603	489	-19%
Overdose	310	349	13%
Shooting	319	303	-5%
Total P1 Calls	16,733	14,809	-11%

Priority 1 calls for service data was obtained from the Computer Aided Dispatch System (CAD) and counts distinct calls for the time period of January 1-December 31, 2021-2022.

Through community feedback, OMAP data analysis, and District-level crime analysis, seven micro-areas have been identified within MPD District 3 that contained high concentrations of crime within the district. D3 Focus Areas include neighborhoods within:

- Uptown
- Sherman Park, Metcalfe Park & Washington Park
- Amani and Metcalfe
- North Division
- Walnut Hill and Midtown
- Midtown
- Concordia and Avenues West
- Washington Park

District 3 Priority Violent Crimes/Priority Crimes Related to Violent Crime include homicide, shootings and robberies.

Community Oriented Policing Initiatives

- Orchestrate meetings, events and follow up with network of community partners.
- MPD District 3 officers are tasked with enhancing strong relationships in the community.

Problem Oriented Policing Initiatives

- MPD District 3 will work with the Wisconsin Department of Corrections to monitor those violent offenders who reside within District 3.
- Strategic Dedicated Patrol Missions (DPMs) to target individuals wanted for committing firearm related crime within the focus areas.
- Targeted collaborative efforts with other districts and departments including MPD District 3, 4, 5, 7, and Criminal Investigation Bureau to gather actionable intelligence related to gang activity (people-based). Dedicated deployments at strategic times of day.
- Utilizing MPD District 3 Violent Crime Reduction Team to obtain real time intelligence through investigations.
- Specifically assigned officers to target wanted shooters and robbers and follow through cases to conviction.

Intelligence-led Policing Initiatives

- OMAP analysis of micro-areas for strategic focus conducted.
- Regular updates of crime statistics in these areas.

Accountability Metrics

- Review of crime rates in identified micro-areas.
- MPD District 3 leadership will review all operations at the end of the calendar year to determine success.
- Community feedback.

MPD Police District Four (4) Micro-Level Crime Pan

Police District 4 Overview

Crime

Crime Category	2021	2022	% Change
Homicide	24	42	75%
% Firearm Related	100%	95%	
Robbery	295	267	-9%
% Firearm Related	60%	58%	
Aggravated Assault	1,324	1,341	1%
% Firearm Related	54%	61%	
Crime Category	2021	2022	% Change
Auto Theft	1,647	1,013	-38%
Crime Category	2021	2022	% Change
Non-Fatal Shootings	116	122	5%
Carjackings	49	64	31%
% Firearm Related	69%	63%	

Crime data counts distinct incidents with the exception of homicide, non-fatal shootings and aggravated assaults (which counts victims) for the time period of January 1-December 31, 2021-2022.

Top 10 Priority 1 Calls for Service

Call Type	2021	2022	% Change
Shots Fired	1,614	1,639	2%
Subject with Gun	1,448	1,481	2%
Battery	1,498	1,406	-6%
Battery DV	1,326	1,394	5%
Subject with Weapon	639	596	-7%
Entry	552	551	0%
Fight	507	433	-15%
Violation Restraining Order	344	290	-16%
Overdose	196	226	15%
Suicide Attempt	172	224	30%
Total P1 Calls	8,296	8,240	-1%

Priority 1 calls for service data was obtained from the Computer Aided Dispatch System (CAD) and counts distinct calls for the time period of January 1-December 31, 2021-2022.

Through community feedback, OMAP data analysis, and District-level crime analysis, five micro-areas have been identified within MPD District 4 that contained high concentrations of crime within the district. D4 Focus Areas include neighborhoods within:

- Woodlands
- Bradley Estates
- Hot Spot in the vicinity of West Carmen – West Birch and N. 92nd – N. 97th
- Silver Spring
- Hot Spot in the vicinity of West Carmen – Silver Spring and N. 60th – N. 65th

MPD District 4 Priority Violent Crimes/Priority Crimes Related to Violent Crime include homicide, firearm related aggravated assault, reckless endangerment of safety and carjackings.

Community Oriented Policing Initiatives

- Prioritize the establishment of additional block watch initiatives with residents.
- MPD District 4 officers tasked with establishing relationships with residents of the focus areas.
- Participation in safety meetings with business and property owners in the area.

Problem Oriented Policing Initiatives

- Targeted collaborative efforts with other districts and departments including MPD District 3, 4, 5, 7, and Criminal Investigation Bureau to gather actionable intelligence related to gang activity (people-based). Dedicated deployments at strategic times of day.
- Undercover place-based operations.
- Focused enforcement for violent offenders.
- Focused deterrence strategy for at-risk youth in collaboration with District 4 outreach agencies and intervention.
- MPD District 4 will assign dedicated squads to increase visibility in focus areas and for proactive community engagement efforts. Priority will be fear reduction and engagement to build legitimacy to receive information about criminal activity.
- MPD District 4 will dedicate officers to foot or bicycle patrol for increased visibility and community engagement.
- Place-based strategies in collaboration with City Departments to target investor owners where crime occurs.
- Regular check-ins at locations where crime occurs in collaboration with property owners.

Intelligence-led Policing Initiatives

- OMAP analysis of micro-areas for strategic focus conducted.
- Regular updates of crime statistics in these areas.

Accountability Metrics

- Review of crime rates in identified micro-areas.
- Community feedback.
- Additional collaborative efforts with MPD District 4 partners established.
- Increase in block watch participation.

MPD Police District Five (5) Micro-Level Crime Pan

Police District 5 Overview

Crime

Crime Category	2021	2022	% Change
Homicide	50	42	-16%
% Firearm Related	96%	100%	
Robbery	337	301	-11%
% Firearm Related	62%	65%	
Aggravated Assault	1,505	1,462	-3%
% Firearm Related	65%	67%	
Crime Category	2021	2022	% Change
Auto Theft	1,357	985	-27%
Crime Category	2021	2022	% Change
Non-Fatal Shootings	213	207	-3%
Carjackings	59	60	2%
% Firearm Related	71%	75%	

Crime data counts distinct incidents with the exception of homicide, non-fatal shootings and aggravated assaults (which counts victims) for the time period of January 1-December 31, 2021-2022.

Top 10 Priority 1 Calls for Service

Call Type	2021	2022	% Change
ShotSpotter	4,783	5,347	12%
Battery	1,729	1,660	-4%
Subject with Gun	1,656	1,622	-2%
Shots Fired	1,459	1,352	-7%
Battery DV	1,218	1,228	1%
Subject with Weapon	857	764	-11%
Entry	688	647	-6%
Fight	553	475	-14%
Overdose	307	314	2%
Violation Restraining Order	297	308	4%
Total P1 Calls	15,946	16,037	1%

Priority 1 calls for service data was obtained from the Computer Aided Dispatch System (CAD) and counts distinct calls for the time period of January 1-December 31, 2021-2022.

Through community feedback, OMAP data analysis, and District-level crime analysis, five micro-areas have been identified within MPD District 5 that contained high concentrations of crime within the district. D5 Focus Areas include neighborhoods within:

- Garden Homes
- Arlington Heights
- Borchert Field and North Division
- North Division
- Amani

MPD District 5 Priority Violent Crimes/Priority Crimes Related to Violent Crime include homicide, shots fired, and shootings.

Community Oriented Policing Initiatives

- Increased collaboration with intergovernmental partners to identify problem locations.
- Continued relationship building and strengthening with district community stakeholders.

Problem Oriented Policing Initiatives

- Place based strategically timed police presence in focus areas.
- Violent Crime Reduction Unit created to concentrate efforts in focus areas and conduct intelligence led investigations prioritizing violent offenders.
- Community Partnership Unit to focus on place-based solutions.
- Increased presence in focus areas via beat patrols.
- Targeted collaborative efforts with other districts and departments including MPD District 3, 4, 7, and Criminal Investigation Bureau to gather actionable intelligence related to gang activity (people-based). Dedicated deployments at strategic times of day.
- Call-ins with MPD District 5 dedicated District Attorney to proactively address community concerns.

Intelligence-led Policing Initiatives

- OMAP analysis of micro-areas for strategic focus conducted.
- Regular updates of crime statistics in these areas.

Accountability Metrics

- Review of crime rates in identified micro-areas.
- Community feedback.
- Quarterly after action reports to review progress.

MPD Police District Six (6) Micro-Level Crime Pan

Police District 6 Overview

Crime

Crime Category	2021	2022	% Change
Homicide	4	4	0%
% Firearm Related	100%	75%	
Robbery	91	90	-1%
% Firearm Related	51%	52%	
Aggravated Assault	303	241	-20%
% Firearm Related	38%	40%	
Crime Category	2021	2022	% Change
Auto Theft	989	897	-9%
Crime Category	2021	2022	% Change
Non-Fatal Shootings	8	14	75%
Carjackings	14	18	29%
% Firearm Related	50%	72%	

Crime data counts distinct incidents with the exception of homicide, non-fatal shootings and aggravated assaults (which count victims) for the time period of January 1-December 31, 2021-2022. With the exception of homicide, all offenses are based on the from date.

Top 10 Priority 1 Calls for Service

Call Type	2021	2022	% Change
BATTERY	606	658	9%
BATTERY DV	481	465	-3%
SHOTS FIRED	317	297	-6%
FIGHT	247	235	-5%
OVERDOSE	251	219	-13%
ENTRY	250	207	-17%
SUBJ WITH A GUN	244	203	-17%
SUBJ WITH A WEAPON	189	182	-4%
ACCIDENT PERSONAL INJURY	146	150	3%
SUICIDE ATTEMPT	157	148	-6%
Total P1 Calls	3,791	3,709	-2%

Priority 1 calls for service data was obtained from the Computer Aided Dispatch System (CAD) and counts distinct calls for the time period of January 1-December 31, 2021-2022.

Through community feedback, OMAP data analysis, and District-level crime analysis, five micro-areas have been identified within MPD District 6 that contained high concentrations of crime within the district. D6 Focus Areas include neighborhoods within:

- Southgate/South Point
- Polonia/Morgandale
- Bay View
- Town of Lake/Mitchell West
- Maitland Park/College Heights

MPD District 6 Priority Violent Crimes/Priority Crimes Related to Violent Crime include homicide, non-fatal shootings, armed robberies and carjackings.

Community Oriented Policing Initiatives

- In-house Domestic Violence Advocate to collaborate with MPD District 6 and intergovernmental partners to provide assistance to victims.
- Reallocation of personnel to increase community engagement activity.
- Utilize community stakeholders as a force multiplier and message out call to action.
- Enhance community partnerships with Business Improvement Districts and Hotel owners and managers to educate community on situational awareness and crime prevention.
- Increase block watch participation.

Problem Oriented Policing Initiatives

- Reallocation of resources to bring back Late Power shift and specialty assignment squad; strategy around additional personnel to be present during time of day when most crime occurs. Specialty car will focus on addressing place-based violent crime issues (licensed premise).
- Collaboration with the Wisconsin Department of Corrections to have an in-house office within the district to monitor violent offenders on probation thereby reducing recidivism.
- Newly added in-house District Attorney to address violent crime priorities through criminal charges.
- Creation of an Investigations Team to add resources for violent crime investigations.
- Strategic deployments in focus areas.

Intelligence-led Policing Initiatives

- OMAP analysis of micro-areas for strategic focus conducted.
- Regular updates of crime statistics in these areas.

Accountability Metrics

- Review of crime rates in identified micro-areas.
- Community feedback through community engagement polls.

MPD Police District Seven (7) Micro-Level Crime Pan

Police District 7 Overview

Crime

Crime Category	2021	2022	% Change
Homicide	51	54	6%
% Firearm Related	88%	96%	
Robbery	402	349	-13%
% Firearm Related	57%	63%	
Aggravated Assault	1,741	1,541	-11%
% Firearm Related	64%	66%	
Crime Category	2021	2022	% Change
Auto Theft	1,858	1,040	-44%
Crime Category	2021	2022	% Change
Non-Fatal Shootings	226	200	-12%
Carjackings	89	81	-9%
% Firearm Related	70%	68%	

Crime data counts distinct incidents with the exception of homicide, non-fatal shootings and aggravated assaults (which counts victims) for the time period of January 1-December 31, 2021-2022.

Top 10 Priority 1 Calls for Service

Call Type	2021	2022	% Change
ShotSpotter	3,681	3,418	-7%
Shots Fired	1,890	1,918	1%
Subject with Gun	1,825	1,661	-9%
Battery	1,716	1,633	-5%
Battery DV	1,256	1,266	1%
Subject with Weapon	775	676	-13%
Entry	775	597	-23%
Fight	623	524	-16%
Shooting	429	390	-9%
Overdose	269	323	20%
Total P1 Calls	16,066	14,966	-7%

Priority 1 calls for service data was obtained from the Computer Aided Dispatch System (CAD) and counts distinct calls for the time period of January 1-December 31, 2021-2022.

Through community feedback, OMAP data analysis, and District-level crime analysis, eight micro-areas have been identified within MPD District 7 that contained high concentrations of crime within the district. D7 Focus Areas include neighborhoods within:

- Saint Joseph (2 areas)
- Sherman Park
- Dineen Park/Capitol Heights (2 areas)
- Lincoln Creek/Capitol Heights
- Hampton Heights
- Old North Milwaukee

MPD District 7 Priority Violent Crimes/Priority Crimes Related to Violent Crime include homicide, non-fatal shootings, shots fired, road rage incidents, reckless driving and auto theft.

Community Oriented Policing Initiatives

- Regular outreach with licensed premises.
- Expanding community outreach via social media platforms to disseminate crime information and situational awareness bulletins.
- Educational outreach for certain vehicle owners about crime deterrence and prevention.
- Enhance relationships with faith-based community to increase contact with neighborhoods after a violent crime event.
- Initiatives to flyer neighborhoods.

Problem Oriented Policing Initiatives

- Place-based approach to address increase of shooting and homicides at licensed premises. Dedicated supervisors and officers to have bi-annual contact with licensed premises to establish relationships. Documentation of interaction is a priority.
- Maintain beat patrol in focus areas.
- Enhance partnerships with other law enforcement agencies to maintain safe park environments.
- Place-based outreach to provide target hardening suggestions (Crime Prevention through Environmental Design, CPTED).
- Expansion of MPD District 7 SharePoint to share intelligence gathered by specialty units and cars.

Intelligence-led Policing Initiatives

- OMAP analysis of micro-areas for strategic focus conducted.
- Regular updates of crime statistics in these areas.

Accountability Metrics

- Review of crime rates in identified micro-areas.
- Community feedback.
- Monthly meetings between district commander and supervisor for regular updates on progress.