

CASE STUDY

MILWAUKEE, WISCONSIN

Developing a collaborative approach for an offender and placed-based PSP strategy



This case study examines two distinct approaches the Milwaukee Public Safety Partnership (PSP) site took during their PSP engagement. This report demonstrates how the PSP engagement can result in very positive outcomes and impacts with leadership and philosophical changes within an organization.



In March 2016, Milwaukee was selected to be part of the US Department of Justice's (DOJ's) National PSP. The PSP is a DOJ-wide pilot program that enables cities to consult with and receive coordinated training and technical assistance (and an array of resources) from DOJ to support violence reduction strategies as part of a three-year engagement. The PSP facilitates the development of data-driven, evidence-based strategies tailored to the unique local needs of participating cities to address serious violent crime challenges. Milwaukee was part of the PSP initiative through September 2019.

ABOUT MILWAUKEE

Milwaukee is the largest city in Wisconsin and was the 31st largest city in the United States in 2017.¹ Milwaukee had an estimated population of 592,002 in 2018 and is part of the larger Milwaukee County, which in 2018 had an estimated population of 956,406.² Milwaukee lies along the western shore of Lake Michigan and has a total area of 96.8 square miles. More than 99 percent of the city is in Milwaukee County, while less than 1 percent of the city falls into two unpopulated parts of the neighboring counties: Washington County and Waukesha County. The population of Milwaukee as of 2018 was 37.6 percent Black, 34.5 percent White, 20.2 percent Hispanic, and 4.3 percent Asian.³ The remaining percentage represents races and ethnicities not previously mentioned or those who identified as more than one race or ethnicity.

The Milwaukee Police Department (MPD) is in charge of policing the seven police districts of the city. According to the Police Data Initiative, the department has 1,886 sworn officers, led by Chief Alfonso Morales.⁴ In addition to the MPD, the Milwaukee County Sheriff's Office (MCSO) patrols the freeway and provides law enforcement presence at Milwaukee Mitchell International Airport and the Milwaukee County Institutions Complex.

The Milwaukee violent crime rate in 2011 was 999.1 per 100,000 population. The rate increased through 2014, when the violent crime rate was 1,484.7 per 100,000 population.⁵ In comparison, the US national violent crime rate average was 362 per 100,000 population in 2014, and the national violent crime rate slowly decreased during the same time period.⁶ In addition to an increase in overall violent crime, Milwaukee saw an increase in its murder rate between 2014 and 2015, with a rate of 24.15 homicides per 100,000 population in 2015 compared to 14.99 per 100,000 population the year before.⁷ In USA Today's 2015 rankings of the most dangerous cities in America, Milwaukee was ranked the fifth most dangerous city.⁸

1 https://www.baruch.cuny.edu/nycdata/world_cities/largest_cities-usa.htm
2 <https://data.census.gov/cedsci/table?q=milwaukee%20city&g=1600000US5553000&lastDisplayedRow=29&table=DP05&tid=ACSDP1Y2018.DP05&layer=place&vintage=2014&mode>
3 <https://data.census.gov/cedsci/table?q=milwaukee%20city&g=1600000US5553000&lastDisplayedRow=93&table=DP05&tid=ACSDP1Y2018.DP05&layer=place&vintage=2018&mode>
4 <https://www.policedatainitiative.org/participating-agencies/milwaukee-wisconsin-police/>
5 <https://www.ucrdatatool.gov/Search/Crime/Local/JurisbyJurisLarge.cfm?NoJuris=Yes&CFID=346873709&CFTOKEN=4fe101e0e0afe6b0-E3E778E9-D058-1636-8202A236A831CBC0>
6 <https://www.macrotrends.net/cities/us/wi/milwaukee/crime-rate-statistics>
7 <https://www.macrotrends.net/cities/us/wi/milwaukee/murder-homicide-rate-statistics>
8 <https://www.usatoday.com/story/money/business/2016/10/01/most-dangerous-cities-america/91227778/>

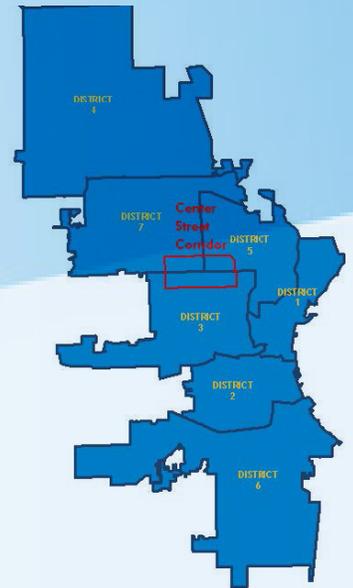
MILWAUKEE PSP PART 1: PLACE, PEOPLE, AND COMMUNITY-BASED STRATEGY

In order to strategically focus efforts in Milwaukee, the local and federal partner agencies developed a Violence Reduction Network (VRN)⁹ Milwaukee Strategic Plan in May 2016,

“The Public Safety Partnership has been integral to MPD’s mission of reducing the levels of crime, fear, and disorder, and our close work with our federal law enforcement partners has brought much-needed resources and support for violent crime reduction. Through PSP, Milwaukee has seen significant success in reducing crime in the one of the highest crime areas of our city.”

— Chief Edward Flynn

focusing on reducing firearm-related violent crime in a hot spot. **In less than one year, the Milwaukee PSP strategy resulted in decreases in violent crime in the targeted area. In 2016, the strategy produced a 14 percent reduction in total Part 1 crime and a 28 percent reduction in nonfatal shootings in the targeted area.**



The Milwaukee PSP strategy focused on a **specific geographic area** within the city, known as the Center Street Corridor (CSC). As of 2016, the CSC accounted for more than 10 percent of the city’s violent crime and 11 percent of priority calls for service. Although the city of Milwaukee spans almost 97 square miles, the 2.3-square-mile CSC was not only affected by disproportionate crime rates but also by significant demographic challenges, with poverty at 39 percent and an unemployment rate of 16 percent in 2016.

The Milwaukee PSP strategy also **highlighted and targeted the most prolific high-value violent offenders** in the CSC. To identify targets, the Intelligence Fusion Center identified individuals with significant criminal histories who were driving the violent crime in the CSC. The center compared these violent offender targets to similar offenders by analyzing crime data, criminal intelligence, and connections amid criminal social networks. The objective of focusing on these individuals was to disrupt the criminal activity of large and evolving networks using collaborative strategies of intelligence collection and sharing, rapid and coordinated apprehension, and optimal prosecutions. The PSP in Milwaukee offered a holistic approach to crime prevention that included both traditional policing tactics and community-oriented policing practices.

Unified Goal

Police agencies around the country often collaborate with their federal law enforcement partners. Though these federal agencies network and conduct joint operations or task forces, each agency has a specific law enforcement mission. For example, the US Drug Enforcement Administration (DEA) focuses on controlled substances, and the US Marshals Service (USMS) focuses on fugitive apprehension. The

EXAMPLES OF TRAINING AND TECHNICAL ASSISTANCE PROVIDED TO THE MILWAUKEE PSP SITE

Crime Analysis Workshop in Charlotte, NC

Crime Analysis Technical Assistance

Crime Analyst Training (Chris Bruce)

Detective Functions Technical Assistance

Visit with Gun Crime Intelligence Subject Matter Expert (Scott Thompson)

International Homicides Investigators Association Advanced Homicide Training

Exchange with Newark on consent decrees

Peer Exchange with Seattle PD to learn about Compstat 2.0

Technology and Information Sharing Technical Assistance

Photo Line-Up Best Practices

Naval Postgraduate School Social Network Analysis Symposium (2018)

9 The Violence Reduction Network was the pilot program for DOJ’s National Public Safety Partnership.

Milwaukee PSP strategy represented a different federal law enforcement approach that took collaboration to a new level by establishing strategies and metrics through a shared mission to reduce violent crime in the most violent area of the city. This does not mean that the federal partners abandoned their primary law enforcement missions; instead, all agencies dedicated resources and strategies to the identified area with a common identified goal—achieve a 20 percent reduction in firearm-related violent crime in the CSC by September 2018. Partners also aimed to reduce major crimes, including homicides, robberies, and carjackings.



Accountability Mechanism

Establishing percentage goals in crime reduction can be challenging and risky for police because of the potential for creating unrealistic expectations and the numerous contributing factors that are beyond their control; however, the Milwaukee PSP partners recognized the importance of setting a target metric as a means of accountability.

To maintain ongoing accountability, the Milwaukee partners developed a regular PSP CompStat meeting. The meetings take place every six to eight weeks and are led by the MPD. Approximately 50 law enforcement officials attend these meetings, including the Milwaukee County District Attorney's Office; the US Attorney's Office—Eastern District of Wisconsin; the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the DEA; the Federal Bureau of Investigation (FBI); and the USMS. During the meetings, each agency provides information and data on operations related to the PSP strategy. These meetings provide a forum for direct and candid dialogue between law enforcement agencies and prosecutors on how to effectively evaluate the impacts of the strategy from investigations to arrests to prosecutions. These meetings have not only resulted in improved communications but have also provided an opportunity to evaluate what is working and what is not. CompStat includes statistics on the following outcomes: homicides, non-fatal shootings, Part 1 Crime, firearm-related violent crime, ShotSpotter activations, carjackings, disorder calls for service, and clearance rates. The PSP CompStat includes data on arrests, gun recoveries, National Integrated Ballistic Information Network (NIBIN) investigations, search warrants executed, drug seizures, proactivity, and community engagement.

In addition to the CompStat meetings, all partners participate in a biweekly PSP update call. The goal of this networking is to promote information sharing, enhance strategies, and deconflict existing operations.

Some collaborative ongoing efforts in the Milwaukee approach include their Project Safe Neighborhoods High Value Target list, which identifies Milwaukee's most prolific offenders and those who have a nexus to the CSC; the creation of a National Crime Gun Intelligence Center in collaboration with ATF that has an embedded NIBIN system; and the MPD's expansion of its ShotSpotter detection system to ensure coverage in the neighborhoods most impacted by gun violence.

MPD

- **Dedicated Crime Analysts:** The MPD crime analysts use multiple datasets including, but not limited to, violent crime, property crime, calls for service, license premises, US Census data, bus routes, and foreclosed and vacant properties to help direct attention to specific locations within the CSC.
- **Lead Collaborative Meetings:** MPD facilitates biweekly and CompStat meetings. During these meetings, an assistant chief provides an overview of Milwaukee's citywide and CSC crime rates. Additional MPD commanders provide updates on

any operational strategies that are in place or being developed to target violent crime in the CSC, such as foot patrol or dedicated resources.

- **Activity Tracking:** MPD tracks their proactive operations in the CSC, such as traffic stops, subject stops, business checks, probation and parole checks, patrol officers park-and-walk, and citizen contacts. MPD also tracks their citizen complaints and use of force incidents in the CSC. From 2015-2016, police activities increased significantly, while citizen complaints and use of force by MPD officers declined within the CSC.
- **Community Engagement:** MPD established a community outreach engagement in the CSC and surrounding districts, through which they have facilitated more than 50 community events and 282 community meetings.

FBI

- **Intelligence and Analysis:** From the onset, the FBI helped develop the interagency violence reduction strategy, geospatially mapping and analyzing prior-year homicide and nonfatal shooting data.
- **Task Force and Investigations:** The FBI redeployed its Safe Streets Gang Task Force, with a focus on violent gangs operating in the CSC. The FBI implemented a hybrid investigative strategy working long-term gang investigations that were supported by short-term enforcement operations (warrant sweeps, strategic arrests, search warrants, and high visibility operations). The strategy was designed to develop confidential sources with access to the targeted groups, as well as to develop relevant gang and violent crime intelligence in and around the CSC.

ATF

- **Gun Intelligence:** The ATF supports NIBIN technology and eTrace intelligence, which help target the firearms traffickers, unlicensed firearms dealers, and straw purchasers who supply the crime guns fueling the violence in the CSC.
- **Assigned Agents:** Milwaukee ATF resources devoted five agents to the MPD Intelligence Center, through which firearm and ballistic analysis can occur within just several hours, providing investigators with immediate follow-up information on gun crimes.

DEA

- The DEA assigned two special agents to the FBI Safe Streets Gang Task Force. The agents support operations and long-term investigations. Assigned agents compile information from interviews and other sources and use this information to further narcotics investigations within the city and identify sources of supply. DEA Milwaukee has multiple investigations in progress; these investigations have resulted in many arrests, gun seizures and the confiscation of significant quantities of fentanyl, heroin, and cocaine.

USMS

- **Warrant Sweeps:** In cooperation with local and federal partners, USMS has performed numerous fugitive warrant sweeps in the CSC, resulting in the apprehension of many violent fugitives, including gang members and sex offenders.
- **Sex Offender Registry Program:** The USMS, utilizing its authority granted under the Adam Walsh Act, assisted the Wisconsin Department of Corrections in the development of a sex offender registry program in the CSC. The USMS supported the Wisconsin Department of Corrections in conducting compliance checks in the CSC and in developing investigations leading to the arrest of several sex offenders who were in violation of registration requirements.

District Attorney's Office

The District Attorney's Office is committed to vigorous prosecution of violent offenders in the CSC. The Deputy District Attorney assigned to work with the PSP initiative coordinates referrals for charging identified violent offenders in the CSC to improve charging outcomes, and also tracks charging and prosecution outcomes based on referral data from MPD. Two Assistant Attorney Generals who have been assigned to the District Attorney's Office are designated to assist in CSC investigations and

to prosecute case-managed cases arising from those investigations. District Attorney Investigators are available to liaison between officers and prosecutors, as necessary.

United States Attorney's Office

Case Referral Process: The Deputy Criminal Chief responsible for violent crime has been working with MPD to improve the referral process for firearm cases. The goal of federal prosecution is to optimize offender exposure and take advantage of federal mandatory minimum sentences when available. The new process should result in improved identification of "federal" cases and increased efficiency in reviewing and charging appropriate cases.

Carjackings: The USAO is committed to prosecuting carjacking suspects when appropriate, a goal consistent with the PSP approach.

Violent Crime Impacts

For 2016, the Milwaukee PSP strategy produced a 14 percent reduction in total Part 1 crime and a 28 percent reduction in nonfatal shootings in the targeted area. Milwaukee police officers conducted more than 45,000 proactive activities and initiated 3,300 positive citizen contacts, which included combining traditional policing tactics with community-oriented policing in order to reduce fear and enhance community trust.

Table 1. Impacts—Part I Crime in the Center Street Corridor (2007–2016)

Crime	2007	2008	2009	2010	2011	2012	2013	2014	2015	2007 - 2015 Average	2016	Average - 2016 % Change
Homicide	19	13	10	14	14	12	12	10	15	13.2	14	6%
Rape	47	45	30	25	30	29	34	30	27	33.0	29	-12%
Robbery	305	340	341	346	307	286	340	307	304	319.6	256	-20%
Aggravated Assault	563	552	378	380	321	474	425	423	521	448.6	447	0%
Burglary	354	405	400	467	567	523	488	422	435	451.2	329	-27%
Auto Theft	541	449	309	325	296	302	283	281	362	349.8	321	-8%
Theft	1,212	1,144	1,075	1,032	1,029	811	710	622	577	912.4	552	-40%
Violent Crime	934	950	759	765	672	801	811	770	867	814.3	746	-8%
Property Crime	2,107	1,998	1,784	1,824	1,892	1,636	1,481	1,325	1,374	1,713.4	1,202	-30%
Total Crime	3,041	2,948	2,543	2,589	2,564	2,437	2,292	2,095	2,241	2,527.8	1,948	-23%

Federal Agency Impacts

The PSP federal partners focused on firearm arrests, gun seizures and recoveries, search warrants, drug arrests, and high-value offender arrests. These efforts resulted in:

- The FBI Southeastern Wisconsin Regional Task Force conducted more than 10 major violent gang investigations in the CSC leading to 108 arrests, 52 search warrant executions, 85 gun recoveries, and two Title III wiretap investigations.
- The FBI nominated two CSC-related homicide fugitives to the FBI Ten Most Wanted list and captured both within 30 days.
- With assistance from ATF, the DEA, and the FBI, Milwaukee has increased its number of gun seizures and recoveries by 11 percent within the CSC between 2015 (234) and 2016 (260). MPD recovers 407 firearms per 100,000 residents, which is more than many other large agencies.

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

MILWAUKEE PSP PART 2: MPD LEADERSHIP TRANSITION AND A RENEWED EMPHASIS ON PEOPLE AND PLACES

On February 15, 2018, Captain Alfonso Morales was named Interim Chief of Police for the Milwaukee Police Department. On April 5, 2018, Morales was named Chief of Police until January 2020. Upon Chief Morales' appointment, he closely examined the PSP engagement and assessed whether the approach aligned with his vision and goals for the organization. Chief Morales easily accepted and embraced the core principles of PSP but also made it clear that he would utilize the PSP resources and any strategies to align with his vision for the community and the department.

With Morales as Chief of Police, the MPD and its partners continued to focus on specific areas with renewed emphasis on people and problems in hot spots across the city. Under Chief Morales' leadership, the MPD also expanded its focus. Following a peer-to-peer visit at the Oakland Police Department (led by then-captain Morales), the MPD delegation participated in meetings concentrating on Oakland's shoot review process. After becoming Chief of Police, Morales initiated Milwaukee's shoot review process with a focus on violent crime from the past seven days. Those accountability sessions discuss locations, suspects and victims. Assigning impact scores to the incidents facilitates mitigation strategies for each incident in collaboration with federal law enforcement, researchers, and community support organizations. Under the direction of Chief Morales, MPD continues to expand the involvement of the community in the shoot review process. This has led to additional peer-to-peer interactions with the Oakland Police Department to further explore their success. Meanwhile, MPD has become a "go-to" agency for other PSP sites interested in implementing an effective shoot review process.

The Chief also created the Special Investigation Division (SID) in February of 2018. The unit is designed to leverage operational intelligence for enforcement operations, focusing on subjects who are impacting violent crime in the City of Milwaukee, notably nonfatal shootings and homicides. The weekly Shoot Review meetings discuss many of these subjects. In addition, the unit focuses on subjects wanted for carjackings and drug dealing operations that are impacting violent crime in the city. Furthermore, MPD established the Intelligence Officer program. Officers in each district work in collaboration with the fusion center, other MPD divisions, and federal partners to share intelligence concerning problem places and people in their areas of focus.

Finally, MPD added social network analysis (SNA) and a Network of Criminals (NOC) youth offender program, innovative, offender-based strategies that utilize algorithmic methodology as part of analytical efforts to focus on people, places, and problems. MPD uses these as important parts of the shoot review process.

The change in MPD's executive team, the appointment of a new chief, and the retirement of several key MPD leaders in the midst of the PSP engagement did not hinder the violence reduction advances. In fact the changes re-invigorated the collaborative efforts of the engagement.

"The Milwaukee Police Department creates and maintains relationships with law enforcement, research, and community partners to combat violent crime. The Public Safety Partnership has been a valuable tool to foster collaborative relationships that target problem areas. With PSP, MPD and its partners have focused on areas of the city that drive the majority of violent crime and have seen significant reductions in violent crime."

– Chief Alfonso Morales



Homicides and Non-Fatal Shootings (January 01 - September 29, 2017 - 2019)

Homicide Citywide

Present District	2017 (Full Year)	2018 (Full Year)	2017 (YTD)	2018 (YTD)	2019 (YTD)	2017-19 (YTD % Change)	2018-19 (YTD % Change)
1	2	1	2	1	1	-50%	0%
2	15	13	10	12	15	50%	25%
3	21	16	17	15	14	-18%	-7%
4	24	11	20	7	7	-65%	0%
5	25	39	17	30	18	6%	-40%
6	1	2	1	2	2	100%	0%
7	31	17	24	14	14	-42%	0%
Total	119	99	91	81	71	-22%	-12%

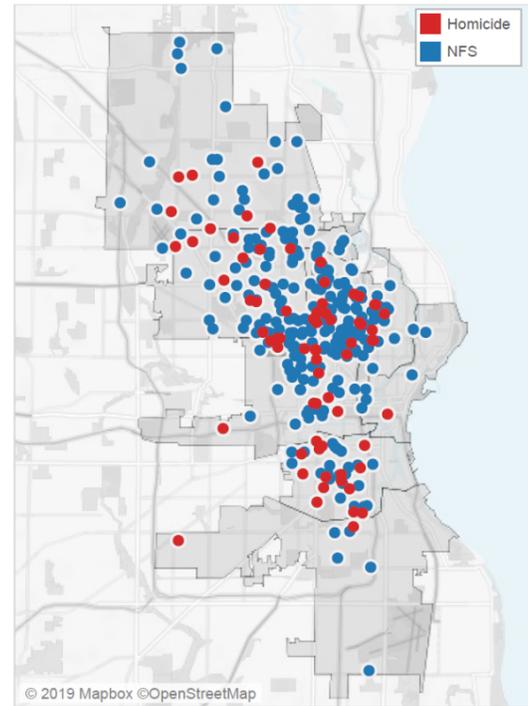
Non-Fatal Shootings Citywide

Present District	2017 (Full Year)	2018 (Full Year)	2017 (YTD)	2018 (YTD)	2019 (YTD)	2017-19 (YTD % Change)	2018-19 (YTD % Change)
1	5	4	3	1	6	100%	500%
2	94	75	80	63	25	-69%	-60%
3	106	101	83	84	67	-19%	-20%
4	55	50	40	36	39	-3%	8%
5	146	111	130	87	91	-30%	5%
6	11	5	7	4	5	-29%	25%
7	135	121	106	99	79	-25%	-20%
Unknown	6	9	3	7	3	0%	-57%
Total	558	476	452	381	315	-30%	-17%

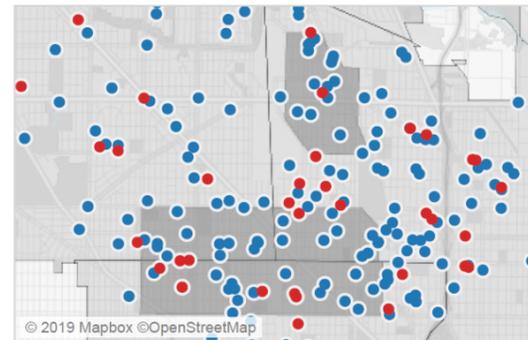
Homicides PSP Areas

Present District	Center Street Corridor			Capitol Drive East		
	2018 (YTD)	2019 (YTD)	2018-19 (YTD % Change)	2018 (YTD)	2019 (YTD)	2018-19 (YTD % Change)
3	4	5	25%	0	0	
5	5	2	-60%	7	1	-86%
7	2	2	0%	0	0	
Total	11	9	-18%	7	1	-86%

Citywide Map



PSP Areas Map



Non-Fatal Shootings PSP Areas

Present District	Center Street Corridor			Capitol Drive East		
	2018 (YTD)	2019 (YTD)	2018-19 (YTD % Change)	2018 (YTD)	2019 (YTD)	2018-19 (YTD % Change)
3	29	18	-38%	0	0	
5	17	11	-35%	17	10	-41%
7	8	17	113%	0	0	
Total	54	46	-15%	17	10	-41%

Homicide data: 9/30/2019 8:57:31 AM

Non-Fatal Shooting data: 9/30/2019 8:57:31 AM

Homicide and Non-Fatal Shooting data retrieved from respective OMAP managed databases and count victims for the time period: January 1 - September 29, 2017 - 2019

KEY LESSONS FOR SUCCESS

Recognition and Scope of the Problem: The Milwaukee PSP partners recognized that they did not have the resource capacity to reduce violent crime in all of Milwaukee. They concluded that using geographic offender-based strategies to target resources on areas with disproportionate levels of violent crime would likely result in lower overall crime rates in the city and surrounding area.

A Specific, Focused Strategy: Milwaukee's proactive PSP strategy targeted specific people in a specific place. The PSP partners easily identified the CSC as not only the most violent area in Milwaukee, but also as the place where the most violent individuals were committing crimes—even though these offenders were not necessarily residents.

Leadership, Implementation, and Transition: MPD command staff embraced the concept of a geographically targeted strategy and took ownership of PSP meetings. MPD assigned crime analyst personnel to develop intelligence and data on the CSC and share this information with the partners. Upon his appointment, Chief Morales closely examined the PSP engagement and assessed if the current approach was aligned with his vision and goals for the organization.

Collaborative Goals: The Milwaukee PSP partners mutually agreed that they would dedicate resources to combat violent crime in the CSC. This agreement was pivotal because MPD was clearly the agency most responsible for owning the violence in this community within their jurisdiction.

Accountability and Evaluation: The PSP CompStat meeting and biweekly calls serve not only as intelligence-sharing forums, but they also provide an opportunity for measuring contributions and effectiveness and deconflicting investigations.

Adaptability and Expansion: The Milwaukee PSP recognized early on that the PSP CompStat approach would need to be fluid to be successful. MPD found the Milwaukee CSC strategy to have such an impact that they decided to expand the approach in 2017 to another high-crime area in the city: the Capital East Corridor Initiative. The Milwaukee PSP recognized the importance of keeping the expansion small and incremental; their aim was to effectively target the identified problem and geographic area without overtaxing the already limited local and federal resources.

PSP Support and Assistance: A key component of developing, implementing, and sustaining the PSP CompStat approach has been support from the PSP. Specifically, the Strategic Site Liaison (SSL) has been instrumental in providing direction, coordination, and leadership regarding the goals established by the Milwaukee PSP partners. Milwaukee's strategy has been supplemented through various training and technical assistance opportunities, including crime analysis best practices, shared learning peer exchanges with other law enforcement agencies, and several trainings focused directly on crime reduction strategies for the CSC (e.g., social network analysis training assisted MPD in identifying which offenders are driving the violence).

Sustainability: Though it is too early to determine whether the Milwaukee PSP approach will maintain its success over time and through inevitable leadership changes, Milwaukee PSP partners made plans to ensure sustainability towards the end of their PSP engagement, including ensuring organizational awareness of the initiative, establishing strong leadership and codes of conduct at the highest levels of the organization (e.g., MPD leads the PSP meetings, not the SSL or PSP), and encouraging the engagement and involvement of the PSP partners. As with any new initiative, sustainability will be a challenge. This is especially so in policing because leadership in state, local, and federal agencies can be transient and missions and operations change easily. MPD is confident that the PSP CompStat approach has become embedded in their standard operations and collaborative efforts with their partners in order to help reduce violent crime.

CONCLUSION

Law enforcement agencies typically welcome the opportunity to learn from each other; however, they often feel that the approaches of other departments will not be applicable to their own. This may be true in many cases, but no matter the size, the crime rate, the staffing and resource capacity, or the budgets, Milwaukee PSP's strategy should be adoptable for most agencies. It does not represent fundamental changes in current law enforcement practice; it merely refines and focuses resources and collaborative strategies on a specific geographic area and offenders driving the crime. Establishing a specific mutual goal among local, state, and federal law enforcement agencies can result in the positive impacts that have been realized in Milwaukee. The Milwaukee PSP strategy provides an enhanced capability for law enforcement partners to collaborate on violent crime reduction strategies through improving communication, providing opportunities for networking, and evaluating measurable outcomes.

Milwaukee has reduced their homicides by 22 percent and established a remarkable 85 percent clearance rate since 2017. Their nonfatal shootings have dropped by 32 percent with a 49 percent clearance rate in this same time period. During a recent call with MPD, Milwaukee commanders noted that the improvements in their clearance rates could be directly attributed to the improvements they have made in community engagement and trust—people are helping MPD to solve crimes like never before.

Milwaukee's PSP approach can be viewed as a model for other agencies in how to establish direct collaboration through accountability, intelligence sharing, and strategic operations, as well as how successfully adapting to leadership transitions can have significant impacts on reducing violence.¹⁰

¹⁰ A media article highlights Milwaukee's collaboration efforts to reduce and solve crime: <https://projects.jsonline.com/news/2019/9/25/milwaukee-police-review-every-shooting-try-stop-retaliation.html>