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UNITED STATES COMMISSION ON CIVIL RIGHTS
WISCONSIN ADVISORY COMMITTEE

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IN THE MATTER OF:
UNEQUAL POLICE PROTECTION
IN THE AFRICAN AMERICAN
COMMUNITY

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REPORT OF PROCEEDINGS, taken in the

7

above-entitled cause, taken before MS. KIMBERLY C.

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SHANKMAN, Chairperson of the Wisconsin Advisory

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Committee of the United States Commission on Civil

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Rights, taken at the Marc Plaza, 509 West Wisconsin

11

Avenue, Milwaukee, Wisconsin, on the 22nd day of

12

April, A.D., 1993, at the hour of 9:30 a.m..

13

APPEARANCES:

14

CHAIRPERSON:

MS. KIMBERLY C. SHANKMAN

COMMITTEE MEMBERS:

MS. MARY PAT CUNEY

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MS. P. EMRAIDA K. KIRAM

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MR. GREGORY D. SQUIRES

MR. JASJIT S. MINHAS

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MS. GEORGIA PRIDE-EULER

MR. JOSEPH EASTMAN

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MR. MANUEL JESSE TORRES

MR. FREDERICO ZARAGOZA

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EXECUTIVE DIRECTOR

MS. CONSTANCE DAVIS

MIDWESTERN REGION

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REGIONAL ANALYST

MR. PETER MINARIK

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COURT REPORTER:

HALSELL & HALSELL REPORTERS

22

MS. VERNITA HALSELL-POWELL

Chicago, Illinois

23

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1 (The meeting was convened at 9:30 a.m.)

2 CHAIRPERSON SHANKMAN: Good morning, I'd
3 like to welcome you all to this meeting of the
4 Wisconsin Advisory Committee to the U.S. Commission
5 on Civil Rights. For the benefit of those in our
6 audience, I'm going to introduce myself and my
7 colleagues. I am Kim Shankman and I'm the Chair of
8 this Advisory Committee and the members of the
9 committee who are here today, starting down there we
10 have -- we all have name tags on and our names in
11 front of us, but I could read through them anyway.
12 We have Mary Pat Cuney from Seymour, Wisconsin, Jesse
13 Torres from Milwaukee, Jasjit Minhas of Hayward,
14 Gerry McFadden also of Milwaukee, Greg Squires of
15 Milwaukee. We have Frederico Zaragoza from
16 Milwaukee, and we have further down we have Emraida
17 Kiram also of Milwaukee, and we have Georgia
18 Pride-Euler of Madison, and at the very end we have
19 Joe Eastman of Oshkosh. We're here to conduct a fact
20 finding meeting for the purpose of gathering
21 information on police protection of the African
22 American community in Milwaukee.

23 The jurisdiction of the Commission

1 includes discrimination of the denial of equal
2 protection of the law because of race, color,
3 religion, sex, age, disability or national origin.
4 The proceedings of this meeting, which are being
5 recorded by a public stenographer, will be sent to
6 the Commission for its advice and consideration.
7 Information provided may also be used by the Advisory
8 Committee to plan future activities.

9 At the outset, I would like to remind
10 everyone present of the ground rules. This is a
11 public meeting, open to the media and general public,
12 but we have a very full schedule of people who will
13 be making presentations within the limited time we
14 have available. The time allotted for each
15 presentation must be strictly adhered to. This will
16 include a presentation by the participants followed
17 by questions from committee members. And to
18 accommodate persons who have not been invited, but
19 wish to make statements, we have scheduled an open
20 session at 5:00 p.m.. Anyone who is wishing to make
21 a statement during that period should contact Peter
22 Minarik who is, I believe, out in the reception area
23 right now for scheduling. Written statements may be

1 submitted to the Committee members or the staff here
2 today or by mail to the United States Commission on
3 Civil Rights, 55 West Monroe Street, Suite 410,
4 Chicago, Illinois 60603, and the record of this
5 meeting will close on May 28th, 1993.

6 Though some of the statements made
7 today may be controversial, want to ensure that all
8 invited guests do not defame or degrade any person or
9 organization. In order to ensure that all aspects of
10 the issues are represented, knowledgeable persons
11 with a wide variety of experience and view points
12 have been invited to share information with us. Any
13 person or any organization that feels defamed or
14 degraded by statements made in these proceedings
15 should contact our staff during the meeting so that
16 we can provide a chance for public response.
17 Alternately, such persons or organizations can file
18 written statements for inclusion to the proceedings.
19 I urge all persons making presentations to be
20 judicious in their statements.

21 The Advisory Committee appreciates the
22 willingness of all participants to share their views
23 and experiences with the Committee. And our first

1 guest today is the Chief of Police in Milwaukee and
2 he appears to have brought some guests, so would
3 you--

4 MR. ARREOLA: Yes, thank you very much, Dr.
5 Shankman.

6 CHIEF ARREOLA

7 First of all, good morning and welcome
8 to the City of Milwaukee.

9 CHAIRPERSON SHANKMAN: Thank you.

10 MR. ARREOLA: Let me first indicate that we
11 look forward to making this presentation that the
12 posture that the Police Department and I are taking
13 is one of complete cooperation to the extent that we
14 can provide an informative overview of the Police
15 Department itself, it's relationship with the
16 citizens in the City of Milwaukee, and to the extent
17 that we can provide answers or clarifications to any
18 issues or any questions that you may have, we stand
19 ready. And to that extent, I have invited some
20 individuals from the Police department to be here so
21 that if the questions are more directly related to
22 their area of responsibility or authority, that they
23 can respond to them readily and immediately. To that

1 extent I would like to introduce to my left Assistant
2 Chief Alphonso Graham who is in charge of the
3 administration component of the Department, all of
4 the important facets of budgeting, planning,
5 certainly technicological equipment and the like.
6 And to my right, Assistant Chief James Colease who is
7 in charge of the patrol operation, which includes all
8 of the uniformed officers of the Department and
9 certainly all of the criminal investigation
10 components of the Department. We also have Inspector
11 Tom Harker who is in charge of the patrol operations
12 bureau, Inspector Vincent Partifilio who is in charge
13 of the criminal investigation bureau. We have
14 Captain Johnny Smith who is in charge of the 3rd
15 District, Captain Charles Grisholm who is in charge
16 of the 5th District, Captain Howard Linsted who is in
17 charge of the 3rd District -- did I say, Captain
18 Smith is the 7th, Captain Linsted is the 3rd, Captain
19 Grisholm is the 5th. The reason I invited those
20 specific captains, for example, is there was a
21 request of information as to the number of employees
22 and the deployment of officers within those
23 particular districts, and there's no question that

1 they represent those three districts, for that
2 matter, perhaps the busiest districts in the City of
3 Milwaukee. I also have Captain Anthony Broncallo who
4 is in charge of the community services division,
5 which includes within it's responsibility all of the
6 community outreach programs, the coordination,
7 development and certainly the initiation thereof.

8 As I look around, there's others, but
9 rather than to take up all of that time, these are
10 individuals who stand ready, who are commanding
11 officers within the Department, to provide
12 information to that extent. I also have Sergeant
13 Pernell Lucas who is sitting behind me as, he is a
14 public information officer and here to assist in that
15 respect in any media requests, for that matter, any
16 information, all requests of that fact that you may
17 have.

18 Again, the Department welcomes this
19 opportunity. I certainly am eager on behalf of
20 myself and certainly the Milwaukee Police Department,
21 to discuss the most important issue, the issue of
22 protection for all of the members of the community.
23 It is a personal philosophy of mine, community

1 oriented policing, which calls into issue the
2 participation and involvement of the community that
3 we serve and are both accountable to. To that
4 extent, we seek on an ongoing basis, recommendations,
5 suggestions, participation that would lead to the
6 improvement of our service and the improvement of
7 relationships to the community that we serve. In
8 that respect, I look to you as well. In fact, I
9 solicit and ask for your counsel, your comments and
10 certainly your assistance in improving our
11 organization and improving our relationship. I
12 firmly believe that it's important that in today's
13 society that an ongoing relationship exist between a
14 law enforcement agency and the individuals that they
15 are responsible to.

16 I would like to perhaps talk in general
17 in terms of policing in the United States and
18 certainly how it related to the City of Milwaukee,
19 and I would also like to re-emphasize, I'm sure that
20 I don't need to do that too much, the importance of
21 understanding that crime is a multi-faceted issue
22 that affects us, certainly the City of Milwaukee, but
23 every city, every urban area in the United States.

1 And it's certainly an issue that affects far more
2 than just one component of the criminal justice
3 system; that is, the police. It affects many
4 entities and other institutions.

5 Just recently I attended a seminar in
6 Washington held by the Bureau of Investigation,
7 entitled, Violent Crime and Community Involvement,
8 and during the seminar I heard many speakers talk on
9 violence as a subject of concern and study and
10 there's no doubt that we as a nation are suffering
11 in an epidemic of violence so deep that the medical
12 associations are now beginning to view it as a
13 disease. The federal center in Atlanta report, for
14 example, that the homicide rate among black males age
15 15 to 24 rose by 2/3rds in the last five years. In
16 fact, they categorize homicide as the leading cause
17 of death amongst African-American males of the same
18 age group. 42 percent, in fact, of all
19 African-American males age 15 thru 24 died as a
20 result of a violent homicide, 42 percent. And the
21 means by which these homicides were perpetrated, at
22 least 78 percent of them were, as a result of a
23 firearm. Last year in this country we suffered a

1 loss of over 24,000 people to violent homicides, the
2 highest in ten years. Now, the Center for Disease
3 Control listed a number of contributing factors and
4 I'll now name them; namely, immediate access to
5 firearms, alcohol, substance abuse, drug
6 trafficking, poverty, racial discrimination, and
7 cultural acceptance of violent behavior. At this
8 same seminar Dr. Pochoro Stitt of Harvard and former
9 Health Commissioner for the State of Massachusetts
10 made very telling analogy that if the mosquito was
11 the agent for malaria, then certainly the illegal gun
12 is certainly the agent of homicides. And as public
13 health officials learned, in order to combat malaria,
14 it was necessary to drain the swamp, then somehow we
15 have to do something about the production, the
16 proliferation and the supply of the firearms, rather
17 than individually swatting mosquitoes or individually
18 confiscating firearms. But to that extent, last year
19 in this city the Department confiscated over 4,000
20 firearms either through evidence, inventory or safe
21 keeping.

22 According to a recent article in the
23 Atlantic Journal, over the last two years guns and

1 firearms have killed 60,000 Americans, more than the
2 number of U.S. soldiers killed in the Vietnamese War.
3 In 1991 before the civil disturbance in Los Angeles,
4 the guns of Los Angeles county alone killed or
5 wounded 8,050 people, 13 times the number of U.S.
6 casualties in the U.S. Persian Gulf War. And
7 obviously handguns terrorize far more people than
8 they kill. The Department of Justice statistics show
9 that for every 24 hours, this is nationally, handguns
10 wielding assailants raped 330 people, robbed 575
11 people and assault another 1,116. And now a new
12 phenomenon in the nation, that is the appearance of
13 young children on the list of urban gunshot
14 casualties, and often at the hands of youthful gun
15 totting thugs. And despite this carnage, guns
16 continue to proliferate in our society. And this is
17 just a statistic that as of 1989 there were reported
18 some 66.7 million handguns and 200 million hand --
19 excuse me, 200 million firearms of all kinds in
20 circulation in the United States. The one factor
21 that sets this country apart from all of the other
22 countries is the rate of homicides. In the rate of
23 homicides is this proliferation of firearms, and that

1 is why I as a law enforcement professional, am in
2 favor of such bills as the Brady Bill, mandatory
3 waiting periods and certain mandatory jail time for
4 sanctions for illegal guns use and possession. But
5 look again at those factors of violence, firearms,
6 alcohol, drug abuse, poverty, racial discrimination,
7 cultural acceptance of violence. Are all of these
8 factors solely the pervue of the police? Obviously
9 not. But the police officer today, and that's true
10 here in the City of Milwaukee as it is in every urban
11 center in the United States, the police officer today
12 is being asked to address every societal ill. We're
13 being asked to cope with the collapse with a range of
14 social institutions and it includes the breakdown and
15 the failure of the traditional family, the
16 unavailability of affordable health services and
17 decent housing, the collapse of our primary and
18 secondary school system and derth of residential care
19 for people who are certainly mentally ill, and the
20 inability or failure of our society to properly feed,
21 educate, house and employ our citizens. The
22 traditional safety net, the family structure, is
23 collapsing in so many places in more and more

1 households. A noted expert in child development at
2 this same seminar was quoted by former Chief Lee
3 Brown of the New York Police Department in a
4 presentation and her name is Ms. Marianne Wright
5 Edelman, and she stated quite emphatically that for
6 many of our poorest children the only entity within
7 society of the police, the police are the only ones
8 making a difference in many households and families.

9 As significant as this gun issue,
10 equally as significant is the gang issue and related
11 violence and crime. The gangs are a terrible social
12 problem in every city, and is spreading to suburban
13 communities certainly where they've not been seen
14 before. Gang members, according to Professor Spango
15 of the University of Chicago, are products of poor,
16 unstable, unorganized or disabled communities where
17 parents, schools, agencies and jobs are insufficient
18 to provide the support, the guidance, the reward to
19 follow conventional lifestyles. And certainly the
20 recent spate of gang violence in our city and
21 throughout the nation is sounded an alarm bell for a
22 cause of action. If guns and violence are a disease,
23 then gangs are symptomatic of that disease. And it's

1 as if a patient with heart disease is also affected
2 with terminal cancer, the analogy certainly is how do
3 you treat an individual who has two terminal diseases?
4 Do you treat them with both the same type of
5 medication or therapy or do you somehow differentiate
6 between the two. And I think that's what we have to
7 do when we think of gangs and we think of crime and
8 we think of guns. That requires different policies
9 and effort.

10 I'd like to reflect just a few minutes
11 on the efforts of our Department in crime prevention
12 and developing resistance to drug abuse and criminal
13 activities on the part of youngsters; namely in the
14 DARE Program which stands for the Drug Awareness
15 Resistance Education, positive recreational programs
16 such as the PAL, the Police Athletic League. And
17 again, to quote from Chief Brown that faced with the
18 uncertainty and instability that stems from societal
19 and institutional failures, the police officer's job
20 becomes more demanding, more complex than ever
21 before.

22 Just recently when we were attempting
23 to address the issue of gangs, we found through

1 community policing that it was important to get input
2 of the our constituents or of our citizenry. Back in
3 September of last year the career youth development
4 agency headed up by Mrs. Jeanetta Robinson, who I
5 believe is going to be speaking at this event, was
6 gracious enough to allow her premises to be used to
7 call together a group of citizens from throughout the
8 city to somehow address the need of gang violence.
9 And approximate 150 people were there and we
10 discussed this in a very meaningful way, and I
11 believe there were almost 2 or 3 hundred issues that
12 people put up in a problem solving manner to try to
13 determine what causes gangs. And this was further
14 discussed to the extent that it could be reduced to
15 manageable terms. And without belaboring that, I
16 will tell you that these are the causes that they
17 came up with as far as this gang involvement, gang
18 violence and participation; number one, dysfunctional
19 families, 2, poor economic conditions; 3, lack of
20 role models; 4, low self esteem; 5, drugs and 6,
21 protection, safety and survival. Then we took about
22 the business of looking at these causes and asking
23 ourselves how we as then a coalition, if you will, of

1 community, police, government, both elected and
2 appointed officials, can begin to address it.
3 Obviously there was a realization at that point that
4 this was not a sole police problem, this was a
5 problem that had to be resolved or reached somehow
6 through combined efforts. One of the initiatives
7 that came out of the Rage Conference most recently is
8 a program called GREAT, which is Gang Resistant
9 Education And Training. We just embarked upon that
10 program here in the City of Milwaukee where we have
11 two officers who are trained Dare officers. Maybe
12 I'm assuming that you're all familiar with DARE, am I
13 correct in that? It's been a program, it's been very
14 successful, which involves uniformed police officers
15 going into the elementary schools providing 17 weeks
16 of training, training of youngsters to say no to drug
17 abuse and providing them with the skills and the
18 wherewithall to be able to cope with the threat and
19 certainly the temptation of becoming involved in
20 chemical abuse. The relationship that is developing
21 between our officers and the youngsters involved is
22 something we hope -- there's a bond that is carrying
23 on now beyond the 17 week program. Some of the DARE

1 officers tell me, for instance, when they go into a
2 store and a youngsters whose been in that class
3 actually come up to them, give them hugs. We have 11
4 officers assigned full time to the DARE Program.
5 With the GREAT Program, we took two officers who
6 were, in fact, DARE Officers, sent them off for
7 additional training to provide training for 7th and
8 8th graders to say no to involvement in gangs and the
9 violence contained therein. And we started off in a
10 limited way. We're going to two schools in the city,
11 one which is on the south side, Cosiosco School and
12 on the north side the Milwaukee Educational Center
13 which is going to involved some 150 youngsters for an
14 8 week program. And then into the summer it will be
15 continued into the program of community service where
16 the youngsters will work with us towards neighborhood
17 watch programs, crime prevention programs. I also
18 recall one individual said to me, do you think 150
19 kids will make a difference? And I responded in this
20 manner. I said, if we could somehow keep one
21 youngster from embarking on a life of crime and
22 misery, it would be well worth the effort. That is
23 proactive policing, that is proactive policing. It's

1 a realization that building more jails, adding more
2 cops isn't only the answer to crime and the issues.
3 Let me just say that in some respects, and I'll get
4 down to some of the business at hand. If I could
5 talk in generally about some of the other phenomena
6 that's existing in our country, the overcrowding of
7 prison use. To suggest in one respect that's a
8 particular element that should be paid attention to,
9 in the last ten years in this country our prison
10 population has doubled, more than doubled. And if
11 you take into consideration all of the people that
12 are under supervision of the correctional facilities
13 and authorities, we almost have 5 million people in
14 this country, 5 million people who are in prison,
15 state, federal, on parole or probation or in some
16 kind of program connected to the penal institutions.
17 5 million people is more people than some states in
18 this country have.

19 I'll give you another very telling
20 analogy, just for reference. I've heard an
21 individual from Chicago, Cook County Superintendent,
22 former Cook County Superintendent of Jails talking
23 about the need to increase the size of their jail.

1 And he made a kind of an analysis of the present
2 population. I think it was about 9,000 inmates, and
3 for the most part they were young, they were
4 hispanic, they were African-American, approximately
5 18 thru 25. And he said by the year 2010 that we
6 would have to have a facility that should house
7 20,000, 20,000 people. But then he made another very
8 telling statement, he said, you know wouldn't it be
9 more important, more worthwhile than if instead of
10 building new jails since the inmates of 2010 are
11 being born today that somehow we do something to keep
12 them out of jail, to somehow provide them a way that
13 they can have an alternative to that type of
14 lifestyle. Just last week and just in another aside,
15 I heard the Superintendent of the Milwaukee House of
16 Corrections talking about some excellent programs to
17 provide vocational training and skill training for
18 inmates who were there for some extended period of
19 time how to become an electrician or a plumber, how
20 to become a steam fitter, and they were going to try
21 to get them certified. And I thought to myself, and
22 I mentioned it to then Director Cox, I said, isn't it
23 a damn shame that people have to get arrested,

1 convicted, and imprisoned before they receive this
2 type of skill training to keep them away from lifes
3 of crime or to provide them some alternative.

4 You know, Police Departments typically
5 and Milwaukee Police Department is no different in
6 that respect have been somewhat of a reactive
7 organization. And most of our philosophy of policing
8 in the past has been that. To the extent that
9 reactive policing is effective, it is effective to
10 respond to issues of crime or emergencies that are
11 occurring right now. The patrol response and
12 immediate patrol response has been responsibility for
13 apprehension and certainly the arrest and
14 prosecution. For many people, retrospective
15 investigation, when investigators are called to the
16 scene and do all of the things that we've seen so
17 often portrayed in a very easy manner on the cop
18 shows, you know, the fingerprinting, the analysis,
19 the interview, interrogation, all very important, all
20 very important stuff and very effective. But, it's
21 reactive, it's reactive, and it's in some respects
22 the component of the community perhaps isn't
23 considered totally reactive policing. Obviously the

1 witness information, that kind of thing is provided.

2 Community policing, on the other hand,
3 is proactive. Somehow goes beyond that call and see
4 if there isn't a way that we can prevent the
5 occurrence from happening in the first place, somehow
6 from dealing with quality of life issues, probability
7 issues and see if we can't do something to avoid that
8 crime from occurring. So, it's necessary in a sense
9 to have a balance, a balance of reactive and
10 proactive policing, traditional, if you will,
11 vis-a-vis the other aspect. And the point of that is
12 that the organization has to be flexible, it has to
13 be able to address the complex changes certainly
14 within our community. Community oriented policing is
15 a customer focus style of law enforcement. Although
16 it's not an indictment of the traditional because
17 that's important. On the contrary, it's an
18 outgrowth, if you will, and I firmly believe as law
19 enforcement professionals some 33 years experience,
20 that it will be the focus and the philosophy of every
21 modern law enforcement agency in this country. The
22 most profound departure I suppose from traditional
23 policing is the fact that we work close with our

1 community. And most operational difference, the most
2 significant operational difference is design as
3 service delivery system with community input to focus
4 on issues and problems as best qualities of life. To
5 focus with institutions and businesses to somehow
6 make it a multi facted coalition rather than just
7 viewing crime as the police problem, it's viewed as a
8 community problem that we work together.

9 Our plan in the Milwaukee Police
10 Department is to unify the very best of what
11 traditional policing offers with the new approaches
12 that we can design together. Innovation, creativity,
13 becomes the watch word, and obviously we intend to
14 utilize the talents, energy, resources of the police
15 department, community and the institutions and our
16 system partners; that is, the community to abate
17 crime.

18 Now, I'm prepared and perhaps for
19 purposes of just we can provide you charts with
20 specific questions as to deployment of personnel,
21 charts as far as the allocation of resources and the
22 like, or I can just hold off on that and give that to
23 you in a general sense. There are some things that I

1 think are quite impressive. Let me just say on the
2 note of community policing, we have this document.
3 This document was prepared last year and it
4 indicates, if you will, the progress that we have
5 made, and I'm not going to belabor it by going over
6 this to any great extent, but I would like to point
7 out on the back page, on the back page of the
8 document is the mission statement of the Milwaukee
9 Police Department. It's a mission statement that was
10 compiled and put together by the members of the
11 Milwaukee Police Department to the extent that what
12 it is that we represent. Prior to this statement, we
13 didn't have the code of ethics, we had the typical
14 boilerplate language that suggested we were
15 responsible for public safety and et cetera, et
16 cetera, and I wanted us to stand for something and
17 I'll read this mission of Milwaukee Police Department
18 is to enhance the quality of life in the City of
19 Milwaukee by working cooperatively with the public to
20 enforce the laws, preserve the peace, provide for a
21 safe environment. To accomplish this mission, we are
22 committed to a set of values that guides our work and
23 our decisions and helps us to contribute to the

1 quality of life in the City of Milwaukee. But also
2 very important and attendant to that mission is the
3 values that we stand for; foremost human life. We
4 revere human life with dignity, above all else.
5 Respect, we respect the cultural and ethnic diversity
6 of the community that we serve and protect, striving
7 for sensitivity to and understanding of this
8 diversity. Integrity, laws and constitution.
9 Clearly, clearly a law enforcement agency cannot be a
10 law enforcement agency unless itself is in accord and
11 in compliance with the laws that it enforces. There
12 is no difference there. There cannot be any conflict
13 in that. We look for personal, professional
14 excellence and dedication to duty. Accountability.
15 We are accountable to the people that we serve. We
16 are accountable to those individuals from which our
17 authority comes. This police chief recognizes that
18 attendant most severely that we are not a law unto
19 ourselves, that our authority in the public trust
20 that is given to us is given to us as long as we
21 serve and maintain that public trust. Cooperation.
22 In order to be effective we have to have cooperation
23 between ourselves, community, governmental entities,

1 other law enforcement agencies. Ourselves. We hold
2 hold ourselves as a value to be dedicated to. That
3 we as members of this agency are professional, that
4 we're caring, capable people doing important and
5 satisfying work, and that's the philosophy of the
6 police problem solving.

7 What good is it for us to keep going
8 back to the same adverse day after day after day
9 without somehow understanding why something is
10 occurring? One good example of that, for instance,
11 is our drug abatement program in the City of
12 Milwaukee. It's truly community oriented policing
13 effort because it involves the community, community
14 organizations, other governmental entities, housing,
15 inspections, public health, police department. To
16 deal with the nuances of drug addiction, and
17 certainly drug houses and somehow force, force the
18 landlords to be responsive to the needs of the
19 community. To some extent in the last two years this
20 drug abatement program, we've closed down over 1,800
21 drug houses in the City. And to the extent that
22 we're working with the other components of the
23 criminal justice center, we have prosecuted and

1 successfully disposed or at least adjudicated a
2 number of cases. In fact, even to the point where we
3 have a judge, Jeanine Guskey, you may have heard of,
4 who now as part of this initiative before rendering
5 sentence, invites members of the community that's
6 impacted along with the Police Department to make
7 their opinions known before sentences are given. And
8 again, let me -- some of the questions relative to
9 response time in the police department by virtue of
10 the necessity of being able to priortize calls, we
11 have developed a system, and as every major police
12 department has done throughout the country, the
13 system whereby an evaluation can be made of the
14 emergency, the nature of the call. In a very simple
15 way it can be defined into life threatening or non
16 life threatening. Our priority 1 and 2 calls can be
17 categorized as life threatening calls, could very
18 well involve a heart attack, it could very well
19 involve a crime in progress. It could very well
20 involve a public safety officer distressed or
21 troubled. And we'll provide to you a, as you
22 requested, a chart that shows that the priority 1 and
23 2 response time across the city, across the city with

1 all seven districts, are fairly comparable. That
2 there is no major distinction. In fact, as you can
3 see, this, again, is the median response time. We
4 have very stringent protocols about responses to life
5 threatening events. Let me emphasize that again that
6 our response to all emergency calls is consistent
7 throughout the city. In response to those calls, we
8 conduct and complete investigations of all crimes
9 that come to our attention, no matter where they
10 occur or who the victim is. And I want to
11 re-emphasize however that we are just one component
12 of the criminal justice system. As part of that
13 criminal justice system, we are bound by the oath and
14 the constitution to enforce the law. We're bound to
15 operate under formalized rules and we're regulated by
16 legislative action and certain live court precedent
17 and rulings.

18 Now this system includes other
19 components such as the District Attorney's office
20 which makes the decision on whether or not to
21 prosecute criminal charges. And, in fact, if charges
22 are issued the court system becomes involved. And
23 the courts are charged to conduct trials in criminal

1 matters and also strict guidelines to guarantee the
2 constitutional rights of all citizens that come
3 before the bar, not only for the complaining
4 witnesses, but certainly for those that are charged.
5 Obviously our constitution provides presumption of
6 innocence, it also provides a guaranteed opportunity
7 to confront the accuser, guaranteed opportunity to be
8 represented by counsel, a guaranteed opportunity for
9 due process, which it obviously is lengthy. But it's
10 not the Police Department who determines that, this
11 is the criminal justice system or the court system,
12 and the court is responsible for the sentencing or,
13 if you will, the sanctions and punishment. All too
14 often as I talk to citizens that there's a mistaken
15 notion that somehow the Police Department can punish
16 and somehow the Police Department can sanction and
17 somehow the Police Department and somehow perhaps
18 bring about this sense of justice.

19 The Police Department initiates the
20 criminal justice system, either through an arrest or
21 through the issuance of a citation or a summons, and
22 from that point, then the system, the system takes
23 over. This, as part of these guidelines, of course,

1 we work very closely with the court, the judges,
2 probation and parole and certainly correctional
3 institutions to provide information that will assist
4 in that regard. I mentioned earlier about the
5 overcrowding of the prisons and increase, if you
6 will, of population, and that's true here in the
7 State of Wisconsin. That's also very true here in
8 the City of Milwaukee and the country. In our minds,
9 community prison overcrowding has reached a critical
10 point. Our county jail is under strict federal
11 guidelines and supervised by grand master who
12 determines on a daily basis which prisoners will be
13 released, and oftentimes the prisoners who are
14 released are those who are charged with misdemeanors
15 or nuisance type of offenses; the type of offense
16 that affects the quality of life in our community.
17 And oftentimes, and with good reason, a citizen may
18 question as to why someone may have done some
19 nuisance type of act in their neighborhood by being
20 disorderly or something, for instance, as urinating
21 on their lawn, why that individual can be dealt with.
22 And in some respect they can't because of the
23 limitations of space, the limitations of resources

1 available, the limitations of time and to some extent
2 we are dealing with very serious type of offenses
3 very well. But to some extent, the minor offenses
4 are not being dealt with at all. And as you well
5 know, reinforcement takes time. Anybody who may have
6 had an educational background, perhaps as a parent
7 understands that certain behavior things can be
8 re-enforced if they're not corrected, change or
9 punished, then they're duplicated. The City of
10 Milwaukee Police Department has adopted this
11 community oriented policing as a corporate philosophy
12 to address crime because we realize we need to go
13 beyond those strictly law enforcement roles. We have
14 done the traditional things. Traditionally police
15 departments have attempted to deal with the crime
16 problem by increasing the size of the police
17 department, putting more police officers on the
18 street with a greater deal of emphasis on arrest of
19 criminals for crimes. This is effective, there's no
20 question about it. In fact, how much more effective
21 can it be if one watched what happened in Los Angeles
22 this past weekend with the multitude of police
23 officers on the street and a realization that

1 reported crime went down dramatically. But obviously
2 you have to ask yourself whether it can be effective
3 for any great length of time. Under our current
4 constitution and our standard of laws, we are not a
5 police state, and to develop a law abiding community
6 solely because a police officer will observe or take
7 action is not the answer. Certainly while it's
8 necessary for police departments to react to crime by
9 sending police officers where the crime is, there
10 certainly are other ways that have to be explored to
11 reduce crime and attempt to prevent it. We in the
12 Milwaukee Police Department are not only prepared and
13 have managed to administrate to send officers, we're
14 also prepared in that sense to work closely with our
15 citizens in the community. We have over 2,000 block
16 watch clubs in this city. Block watches are
17 neighborhood watches that obviously shape methods
18 whereby we develop this partnership with our
19 citizenry to prevent crime before it occurs, to
20 intelligently make our citizens be aware of the kinds
21 of precautions that they can make to develop that
22 watch, to begin, if you will, to develop a network, a
23 network and restablization of the community to the

1 extent that's where the key is, restablization of the
2 community so that that can be an effective effort.

3 We have two major community policing
4 projects. I call them community, major community
5 policing projects because we have two areas; one is
6 the Metcalf Park area which is an area that is
7 predominantly populated by African-American citizens
8 and where initially there in some of the blocks there
9 were little, if any, neighborhood organizations or
10 crime prevention programs ongoing. They're presently
11 operating under a grant. To start without the grant
12 funds, we received grant funds, but in this program
13 the development of the relationship with the
14 community paid some important dividends. I think we
15 have a chart that shows that in the last two years in
16 this particular area we have experienced some
17 dramatic declines in the crime rate. Obviously
18 overall you're looking at 1 percent, but I look at
19 some of the things as the reduction in robbery,
20 reduction in sexual assaults, the reduction in
21 homicides, the reduction in burglaries. I'm not
22 going to tout this as a major success. This is an
23 ongoing project and it's a development program so

1 that we can continue, we can continue to work at not
2 only reacting, but somehow working behind the scenes
3 with our community. I heard a building inspector at
4 Alderman Brate's town hall meeting and I was
5 fascinated by his observation. He said that in his
6 20 years of service with the City of Milwaukee, that
7 he had more contact with the Milwaukee Police
8 Department in the last three years than he had in the
9 last 17. That officers from the Milwaukee Police
10 Department are coming down to his office and looking
11 at his rolls to determine who owns these houses, to
12 see how they can resolve these complaints, to become
13 more involved, and that's what community policing is
14 all about. It goes beyond the traditional of, "just
15 the facts, ma'am", to somehow working with the
16 citizens to resolve this conflict, to resolve this
17 problem.

18 I've talked about the Metcalf, we have
19 another community policing project called Avenues
20 West which is more recent which encompasses the area
21 where notoriously Mr. Dahmer committed many of his
22 foul deeds, and to some extent, it's an area that
23 needed to be reassured, an area that there's a great

1 deal of expenses being placed and investments being
2 made, and in some respects you'll see it reflected on
3 a later chart. We have officers that are assigned as
4 part of the 3rd District complement to this specific
5 area, all of which have been trained in these
6 proactive community policing techniques. I talked
7 about RAGE which is an ongoing concept to provide
8 additional information relative to -- we have a group
9 of individuals from throughout the City representing
10 many levels, many levels and sub committees trying to
11 address those six concerns and somehow try to
12 develop. We in the Police Department are working
13 handedly with, in fact just this past weekend our
14 police little league program took three bus loads of
15 children to Chicago to the museums. These officers,
16 on their own time, have developed some rapport. I'm
17 sure baseball and basketball is not the only answer.
18 You have to expand their minds to try to provide
19 positive recreations to individuals who may not be
20 athletes to that extent. But more important in all
21 of that is this relationship that they're developing
22 with the officers in the process, and for the most
23 part, these officers involved in this are

1 African-American or minority officers themselves
2 relating to African-American and other minority
3 officers.

4 In terms of citizen cooperation, we all
5 read the numbers, we know that in the last few years
6 we've had some notorious cases here in the City of
7 Milwaukee, cases that would have traumatized an
8 entire community, cases that with the help of the
9 community, and because of the rapid response of the
10 Department, we've been able to solve successfully and
11 we've been able to come to grips with and, sure, to
12 relieve, if you will, that tension and fear that
13 cases like the Terry Anderson case, the cases like
14 the Monique case is a kidnapping case, like the four
15 youths that were assassinated in the drug path. The
16 Department didn't stand back and say wait a minute,
17 those are unimportant people, but we responded
18 vigorously, quickly, enthusiastically. The community
19 became involved. As a result of some of the
20 networking that we've established, the community
21 outreach teams, information came in.

22 We're looking very good this year as
23 far as crime rates, and again I'm not going to begin

1 to crow about the success because we look at those
2 things as fluctuations. Homicides are certainly on
3 an increase, but what's particularly significant
4 about the homicides in the City of Milwaukee is the
5 clearance rate. We enjoy a very high clearance rate
6 and most of the homicides occurred when people either
7 love or know each other and to some extent the
8 clearance rate indicates some hard, good, deliberate
9 investigative work, but difficult, and including all
10 facets. But, in addition to that, it also includes
11 the cooperative spirit of the community that will not
12 tolerate crime and now is developing that faith and
13 confidence in the police department to provide that
14 information to go forward.

15 Just -- and I talked about the
16 cooperative relationship with RAGE. I will tell you
17 that last week, and I like many chiefs throughout the
18 country were looking at the Los Angeles situation
19 with some dread, knowing full well, especially in
20 view of the experience last year of what had occurred
21 throughout the nation. So, yes, we had prepared. We
22 provided a contingency plan we developed within our
23 own efforts different approaches. The acquisition of

1 equipment, the networking with governmental and state
2 entities. But, also, we met with the community. We
3 kept that bridge open. Last, Tuesday of last week I
4 invited concerned representatives into the Department
5 as we had last year to hear the, perhaps what
6 concerns that they may have and what kinds of things
7 we should be doing together, what things they could
8 be doing, what things that I or the Department could
9 be doing to somehow have this readiness, if you will.
10 And I think we had over 50 people who, during the
11 busy part of the day, came in and we shared some two
12 hours of discussion, and I think that's important. I
13 think it's important to involve the community. We
14 can understand what our concerns are for a change.

15 CHAIRPERSON SHANKMAN: Committee members, I
16 think, have questions and we're on a very tight
17 schedule. This is our tightest hour, so we would
18 very much appreciate if you would wrap this up.

19 CHIEF ARREOLA: If you just give me three
20 minutes, I think I can finish my prepared remarks and
21 then we can go into questions and answers. And for
22 that matter, let me also say that all of the people
23 I've introduced are prepared as well to respond

1 directly. I have instructed them that we are here to
2 be responsive, we are here to assist, and that there
3 is nothing that as far as I'm concerned, unless it
4 borders on an investigation in progress or some
5 disciplinary action that is not resolved or some
6 litigation, that we're here to answer every question
7 that you may have, every question. For that matter,
8 to work as long as we need to. Now, suffice to say,
9 that the resources of the Department are available to
10 you to assist you in your endeavors, which I think
11 are very serious and certainly very meaningful.

12 Let me just say that this is a changing
13 environment. We've had to become involved in
14 addressing all of these other issues. We've
15 certainly moved about changing the structure of the
16 Police Department. It's an evolutionary process.
17 Obviously we're going from a traditional to one now
18 that is flexible. It involves training, it --
19 certainly we've made changes in a very significant
20 way in our recruitment. Prior to 1990 the Department
21 as an entity was not personally involved in
22 recruitment of police officers and candidates for the
23 Police Department. At the time, and I recall that

1 one of the classes that really brought this to my
2 attention was the fact that we had a class that there
3 was a waiver, by that I mean they waived the consent
4 order on the number of minority officers employed and
5 I was struck by that. I can't understand, for
6 instance, why we don't have more applicants, and
7 there were some that suggested well, we've tried
8 everything, that we've exhausted the avenues within
9 the City of Milwaukee for minority applicants and the
10 only way that you can do that is somehow reduce the
11 standards, and I wouldn't accept that, neither would
12 the Fire and Police Commission accept that. To the
13 extent within the Department initiated a recruiting
14 unit made up of representative officers to go out
15 into the community to begin to attract -- see, it's
16 not only important to find eligible members, but you
17 have to convince them that we want them. You have to
18 make sure that there's a welcome out there that
19 somehow -- and we have. Let me just show you a
20 chart, given the time, of the increase of total sworn
21 minority representation in the police department from
22 1990 thru 1993. We went from 17.9 percent in the
23 Police Department to 23.6 percent of minority

1 population or representation. Now this becomes even
2 more significant when you see the next chart, which
3 is a ten year projection from 1982 thru 1992 which
4 shows, as you can see, that there was a plateau, if
5 you will, from 1985 thru 1988, and then the dramatic
6 spike with the involvement of the Department, with
7 the involvement of the recruiting unit, with the
8 involvement of the Fire and Police Commission, and
9 the very vigorous fashion to make the department
10 accessible and available.

11 We have hired over 100 officers in the
12 last two years, 200 officers that have been trained
13 successfully, and I will say that as applicants and
14 entry individuals that they are all qualified and
15 intelligent to be a police officer. I won't go into
16 the extent of complaints because of time. I will
17 tell you that although these gains are certainly
18 personally great figures, that we're not satisfied
19 with that. The goal of this Police Department, the
20 goal of this Chief, the Fire and Police Commission
21 and certainly for all of us should be to have a
22 Department that, in effect, mirrors the community
23 that we serve, that is representative of all segments

1 of our community.

2 I believe that this is a good
3 Department, a great Department. In an instant I will
4 tell you that I'm proud to be associated with the
5 Milwaukee Police Department. Is it an ideal
6 situation, is it a perfect situation, no. Are we on
7 a path that is going to develop into a greater
8 relationship with the community, I think it is there.
9 Within my own authority and certainly those
10 prerogatives I have, I've tried to increase not only
11 the entrants or at least the members on the entry
12 level within the Police Department, but also tried to
13 make an impact on the complaint structure of the
14 Department. Not necessarily using that as the only
15 criteria, but also recognizing an appreciation of the
16 importance of having supervisory command officers who
17 can also be reflective and best representative.

18 I will tell you quite personally when I
19 learned of this inquiry I was somewhat taken aback.
20 I was struck by the fact that there was a suggestion
21 that we were providing the disproportionate service
22 to any member of our community or segment of our
23 community. I thought to myself, this reflects not

1 only on the Department and I as Chief, but every
2 member, every member of the Police Department, and I
3 will say that this, to some extent, and I'm putting
4 it in this fashion, that an allegation of that is
5 really a disservice to all of the police officers,
6 all of the citizens that have been working with us
7 cooperatively to address all of these issues. But,
8 let me again and so that we can get to the questions,
9 let me assure you to the extent that we can, we're
10 willing to listen, we're willing to cooperate and to
11 certainly also to improve where we possibly can
12 because I, and I think all of us appreciate that it's
13 only through better understanding and a knowledge of
14 our community and the cultural diversity, this fabric
15 that makes up the City of Milwaukee, that working
16 together will make this city a better place to live,
17 and we're dedicated to serving the community of which
18 we are a part of. You have my personal commitment
19 that regardless of your findings, that we will
20 continue to strive to provide equal protection and
21 the best service that we can to our citizenry. Thank
22 you very much.

23 CHAIRPERSON SHANKMAN: Thank you very much.

1 We appreciate that. I have a couple of questions
2 that I'd like to start off with and then we'll see
3 what other committee members have questions.

4 I'd like to make sure that we're
5 hitting the right note here. We did not intend to
6 accuse the Milwaukee Police Department of anything.
7 We're engaged in a fact-finding process. Our job is
8 kind of act as eyes and ears for the U.S. Commission
9 on Civil Rights, and it came to our attention that
10 those perceptions were out in the community. So we
11 wanted to have a forum so that these things can be
12 aired. But it certainly is not represented that this
13 committee is accusing the Milwaukee Police Department
14 of anything.

15 I would like to thank you for your open
16 attitude and your willingness to share information.
17 We definitely appreciate it, and specifically we'd
18 appreciate it if we could obtain the information
19 which the, I don't know if you received the letter
20 that Constance Davis sent on March 30th, the specific
21 ten pieces of information that we request and we
22 would very much like that.

23 CHIEF ARREOLA: We have that. In fact,

1 Chief Colease indicated that it's a couple of
2 typographical errors. In fact, let me just indicate
3 as you have, that before you you can go through those
4 requests. Number one, we've given you our 1991
5 roster. As you know, that's a two year requirement.
6 But for your edification, I've attached the present
7 thing, it's a chart that we have that shows the make
8 up of the Department. Request Number 2 is for
9 community stations. Again I think what you have here
10 is self explanatory, but these are community outreach
11 stations that are developed to enhance, if you will,
12 the police presence in the community. There's been
13 confusion as to what these are. Some suggest that
14 officers sit in these community stations for hours on
15 end. They have scheduled hours where the
16 neighborhood foot patrol officer of the community
17 police officer is available for citizens who may want
18 to come in to talk about something that they don't
19 feel they should call 911 for; call the station
20 direct.

21 As far as Request Number 3, there was
22 some question in terms of special assignments. You
23 know, of course, that within the Department, because

1 of the structure, we have central units that have
2 city wide responsibility. That is the vice control
3 division, the narcotic enforcement section, those are
4 tactical enforcement, motorcycle traffic division,
5 and units like that. And I think I've explained it
6 in the transmittal. We have provided you in Item 4
7 the entire district dispatching information that was
8 directly provided to the Fire and Police Commission
9 and also to the south sides organizing committee that
10 raised that issues as a concern. We haven't changed
11 it. We held with it, or what number 5. You have
12 number 6. You see this is always interesting because
13 some police practitioners feel that when you start
14 talking about strategy that sometimes the enemy will
15 know. The enemy being the unlawful individual. But
16 I have provided you the matrix formula that we use to
17 determine the assignments to this. It's very simple.
18 Obviously it goes to the calls for service, the
19 incidents of crime, the density of population and the
20 like. We are presently looking at some technological
21 equipment that may provide that, but because of the
22 cost involved and not too much the money, but the
23 personnel of a computerization. 7, you have the

1 discipline of officers for the last three years as
2 requested, the number of citizen complaints received
3 by district. The request number 9 here again is one
4 I felt a little queasy about because we are actually
5 telling you how many squads, how many officers work
6 everyday in these districts. Now I will tell you
7 this is the first time I've ever released this
8 information to a public body, but I'm doing so simple
9 to show you exactly what's happening. And you will
10 see that the numbers reflected in the numbers are
11 not, they're good numbers. As far as number 10, we
12 do not categorize nor is it required presently by the
13 Uniform Crime Report, the incidents of crime by the
14 race or the ethnic or cultural breakdown of the
15 victims. Now I'm informed that we would have to
16 effect a computer programming change to retrieve this
17 data and it could be a very expensive procedure for
18 us. I will say this, quite simple that this issue of
19 race of the victim is not a significant issue in our
20 response. We respond to the incident and citizens.
21 There's no distinction in that respect. Obviously we
22 maintain better statistics on the offenders or
23 perpetrators simply because it involves investigatory

1 information and all of the like. I know that there
2 have been a number of research studies coming out of
3 the Department of Justice where they've reviewed the
4 social, economic and the background of the victims to
5 see if there's a trend or something like that, and
6 obviously I think that most of those fall into the
7 area of the economic levels more than any other. But
8 I will tell you that if, again, keep in mind because
9 the resources are not unlimited within the Police
10 Department, but if this Commission and this Committee
11 feels so in need of this, I would just ask for your
12 consideration of that and maybe if you can let me
13 know.

14 CHAIRPERSON SHANKMAN: We'll be happy to do
15 that. We've also been informed by our analyst that
16 access to a form called PD 10 which I realize you
17 can't release, but perhaps could give him access to
18 would help very much in determining the response time
19 issue, and I was wondering if that was available.

20 CHIEF ARREOLA: Well, the PD 10s are really
21 the sheets that the officers make out individually on
22 their calls for service. I'm not so sure that that
23 would be as --

1 MR. COLEASE: Briefly, regarding that
2 issue. PD 10 is the report each individual officer
3 fills out regarding his or her activities for that
4 evening; including when a call was received, when
5 they arrived, what the disposition was. It's a very
6 brief form. The same information is captured on our
7 computer dispatch system. Within the last year we've
8 sampled both those data bases for the purpose of
9 analyzing our district dispatch and found them to be
10 very close. If we can talk with staff regarding what
11 the request is, perhaps we can be in the right
12 direction. The reason we're bringing it up is
13 because the PD 10 may or may not be the most reliable
14 information that -- indicator of the information that
15 you're requesting.

16 CHAIRPERSON SHANKMAN: The staff will be
17 happy to.

18 MR. ARREOLA: Let me also give you a
19 generalization. When you're comparing traditional
20 versus non traditional policing, response time is
21 critical for emergency, there's no question. And I
22 think there will be no law enforcement professional
23 that would disagree with you. Certainly if you look

1 at the public safety link, the ambulance, fire
2 department, it's critical for a life threatening
3 event. But the question does arise how critical is
4 it for an event that occurs some time ago. For
5 instance, if it's a malicious destruction of property
6 that happened last week, is response time critical?
7 Is it critical, for instance, when you have instances
8 where the perpetrator or the offender is no longer on
9 the scene? Obviously we look for that assurance of
10 immediate response, but to the extent that within the
11 Department we have provided a protocol, a protocol
12 which, under the most ideal circumstances, calls for
13 response within these periods of time. So, to
14 suggest in some respect that the response time in and
15 of itself should be used as a criteria, I would say
16 be careful of that because of that notion.

17 CHAIRPERSON SHANKMAN: Mr. Squires?

18 MR. SQUIRES: I want to thank you for what
19 has been simultaneously a rather disturbing,
20 informative, and somewhat hopeful presentation. Of
21 course the question I'd like to ask is we have heard,
22 I know you have heard that there is at least a
23 perception that the quality of police service is very

1 different in the African community than it is
2 elsewhere, and I guess I'd like to ask you why you
3 think that this exists? To what extent is there a
4 reflection of the injective reality of police
5 practice as misperception of some of the residents?
6 Why is there this widely held belief -- and this is
7 not just in Milwaukee, we're talking about, I assume,
8 just about every community in the country.

9 CHIEF ARREOLA: I assume that the way the
10 question was asked, the quality was less, is that
11 what you're suggesting?

12 MR. SQUIRES: Right.

13 CHIEF ARREOLA: That somehow it's less, and
14 I prefer, and certainly do not choose to speak on the
15 other part of the country. I think obviously when
16 you look at crime and where, and incidents of crime
17 is highest. It more correlates, if you will,
18 certainly with social, economic factors. It
19 correlated, if you will, with all of these other
20 issues that we talked about; poverty, drug abuse, the
21 breakdown of the institutions, breakdown of the
22 family and regrettably, and it's a tragedy of our
23 society that it happens in those areas where people

1 are poorest and whether they're black, hispanic or
2 Asian. Which is another phenomenon that is occurring
3 because we keep asking ourselves who are the new
4 immigrants. Well, to some extent the new immigrants
5 are the Asians, and to some extent they're beginning
6 to experience some of the same issues and concerns;
7 gang violence, other types of violence, inability, if
8 you will, to become enculturated with the system.
9 The perception, and I'm prone to say perception is
10 reality. Perception is reality, and sometimes we
11 need to deal with that from a professional
12 administrator looking at the equity of service. We
13 try to provide a service where it's needed and if
14 crime is highest in the inner city or in any area,
15 that's where we are, that's where we are. And to
16 some extent perhaps some citizens don't understand
17 that it's necessary to respond. It does us no good,
18 for instance, to hold people in reserve where nothing
19 is happening and basically it's a self policing
20 environment to the extent that other areas of the
21 city or other citizens literally go without service.
22 One of the things that we try to do
23 through our outreach program is provide an ongoing

1 dialogue. People begin to understand. One of the
2 directions I give to our district captains, and you
3 can ask them, I've got three of them here, is that
4 the key, the key is to have meaningful relationships
5 with the community we serve; that's the entire
6 community. So that we can begin to address -- I look
7 at the experiences of Captain Howard Linsted, the
8 Third District. Some of the problem solving issues
9 that he's had, the addressing issues of prostitution,
10 the addressing issues of drug abatement. Like I look
11 at Captain Johnny Smith of the 7th District who is
12 developing a special program on drug prevention and
13 the like, working with the community. I look at
14 Captain Grisholm and his predecessor, Captain Annette
15 Haggerty, at that time, in the 5th District had
16 problems with drugs, problems with noisy radios, and
17 things that they begin to develop an approachable,
18 meaningful way. Captains are directed now to be
19 available to meet with their citizenry at least once
20 a month out in the community so that this dialogue
21 and this perception -- a lot of the information that
22 comes forward is anecdotal. Anecdotal, in other
23 words, you tell me you called the police, they didn't

1 show up for an hour and a half. I take that, the
2 next person I talk to, pretty soon it becomes a fact
3 of experience. And I say for re-enforcement, for
4 feedback we try to, if an issue is developed, we
5 encourage people to bring that so that we can look at
6 it and if there's something we can improve or correct
7 or at least explain so that people understand the
8 system. The 911 system is still misunderstood. Even
9 though many people throughout the country have a 911
10 system, there are some people who feel 911 is the
11 number you should call for anything, for anything;
12 for information. And I know that sounds a little
13 ludicrous, but 911 is an emergency response and the
14 ease of calling 911 in and of itself is part of the
15 problem.

16 CHAIRPERSON SHANKMAN: We're on a very tight
17 schedule, but I believe Mr. Eastman had a question.

18 MR. EASTMAN: I don't know if I had a
19 question or if it's a statement I'd like to make.
20 Maybe you can help me. I just want to say the
21 Committee here is all from Wisconsin, Wisconsin
22 residents. We're republicans, we're democrats, we're
23 independents. We're not accusing, but we're

1 troubled. We're troubled that the City of Milwaukee,
2 Wisconsin is what Wisconsin is perceived as. We're
3 here to help, we're here to listen to see how we can
4 help in our professional capacity to make Wisconsin a
5 safer place and a better place for all. We're not
6 accusing, we're trying to help and look into the
7 issues. I guess my question would be then with the
8 national averages, I don't as a person receiving my
9 Masters Degree in Public Administration, nationally
10 the averages are fine. You listed homicides, guns,
11 but Wisconsin is different, we're the state of public
12 administrators, we can do better. Let's be the role
13 model. Let's Milwaukee be the first state. Let's be
14 a role model. Let's help, let's work together, and
15 that's the point I'd like to make. Let Chicago, Los
16 Angeles or something -- let Wisconsin be the role
17 model that other police chiefs around the country
18 call you up. Chief Arreola, what a job you have, a
19 community that's working together. Anything you can
20 do to increase services in this area, without denying
21 resources to the other areas is a benefit. Barring
22 the family role model. I'd like to see sports
23 figures like Reggie White. I'd like to see a

1 movement towards that to get him there to be a role
2 model for youth; the Green Bay Packers. I don't know
3 if there's a question there, but if you can help me
4 on comparing national average and how you see that as
5 an administrative matter, chief?

6 CHAIRPERSON SHANKMAN: Please be very
7 brief.

8 CHIEF ARREOLA: Mr. Eastman and I are of
9 the very same mind, and you know what, in some
10 respects we are the cutting edge, we are the cutting
11 edge. Some of the programs we have and the police
12 chiefs are calling in that respect and I agree
13 wholeheartedly, national average and statistics are
14 important for evaluation, but it's the City of
15 Milwaukee and the State of Wisconsin and statistics
16 being what they are. Obviously I can say statistics
17 look good, but if you happen to have been a victim,
18 it doesn't matter. It doesn't matter because that
19 one statistic is critically important to you as a
20 victim of crime. But, again, it has to be looked at
21 in a systematic way. You gave me a challenge and I
22 repeat that challenge to you because I think all of
23 you have to ask yourselves how can I, how can I with

1 law enforcement agencies, the criminal justice
2 system, provide the tribute to commit ourselves to
3 that. We have many sports figures. In fact, last
4 summer we had the Don Ross League and we had all of
5 the Brewers were involved and we had 12 teams of
6 youngsters basically from the inner city and they're
7 delighted. In fact, I had my hat set for Mr. White
8 because he's made some things and I want to make sure
9 that we can give him the opportunity to participate.
10 That's the role modeling aspect, that's critically
11 important.

12 CHAIRPERSON SHANKMAN: I hope that you are
13 as successful in landing Mr. White. Thank you very
14 much.

15 One very quick question.

16 MS. MC FADDEN: Chief, based on information
17 that you're submitted to us, does that provide the
18 demographic composition of the Milwaukee Police
19 Department by district?

20 MR. ARREOLA: Yes.

21 MR. ZARAGOZA: I for one want to commend
22 the Chief on his policy relating to community
23 involvement. There's two areas that I'd like to be

1 enlightened on; one is you've talked about your
2 objectives of police work force that mirrors the
3 community, and you provided us with information. The
4 information talks about that demographic base as
5 relates to leader of decisions and if so, I certainly
6 would want to see that.

7 CHIEF ARREOLA: Yes.

8 MR. ZARAGOZA: The other issue is just the
9 perception and I guess the question, the word media
10 relations. Do you feel the Department has the kind
11 of relationship with the media so that it can provide
12 a better taint on it's community?

13 CHIEF ARREOLA: We have been working,
14 working to develop what could be defined as good
15 media relations. Obviously we both have our
16 respective roles in the community, and to some extent
17 there are different responsibilities, there's no
18 question about that. You know I've been both
19 described as open and accessible and on the other
20 hand as unreachable and perhaps more restrictive than
21 anyone before. But to the extent, and let me just
22 give you the fact that we have developed a public
23 information officer component that provides an

1 individual like Sergeant Lucas, Lieutenant Flores or
2 for that matter Captain Petrowski on a 16 hour basis
3 that we've taken some long strides in making
4 ourselves available to provide that information.

5 We have hosted two symposiums or
6 seminars at Marquette University so that we can meet
7 both with the working press and also the management
8 of the media to try to reach some understanding.
9 Now, the question you asked is more difficult to, and
10 I tend to find that that's one of those issues that
11 is whether the media is responsible, whether they
12 report with the proper perspective, if you will, on
13 events that occur. Now, that's something I think you
14 ought to ask one of the editors, one of the managing
15 individuals and also ask the community because, in
16 some respects, I think the emphasis that's placed on
17 certain issues certainly highlight, sensitize. What
18 better example, take the Los Angeles, again on how
19 that preparation and all of that was involved, and to
20 the extent that that is a negative, I think that's up
21 to you to decide, not for me to publicly comment on.

22 CHAIRPERSON SHANKMAN: Okay, thank you very
23 much. We appreciate your participation.

1 MR. EASTMAN: On the graphic I have a quick
2 question. On 1992 what are your affirmative action
3 goals and objectives for the next 5 years; can I get
4 a copy of that?

5 CHIEF ARREOLA: Let me caution you in terms
6 of use of the words affirmative action which I
7 believe judiciously by court precedent is no longer a
8 term. We just provided a plan of equal employment
9 opportunity plan and which spells out, and for
10 simplicity perhaps we can provide you with the
11 components of that which would reflect the extent our
12 goals in that area to provide equal opportunity for
13 all representative components of our community.

14 CHAIRPERSON SHANKMAN: I believe for the
15 members of my committee I expressed your willingness
16 to answer questions from the staff, so if we have
17 more specific requests for things of that nature, I
18 think we should put them through Pete and he will
19 forward them to Chief Arreola and I look forward to
20 the cooperation. Thank you.

21 CHIEF ARREOLA: And lastly, of course,
22 you're going to be here for two days. Obviously if
23 there's anything that we can render by way of

1 service --

2 CHAIRPERSON SHANKMAN: We hope we don't need
3 it.

4 CHIEF ARREOLA: If you want a restaurant to
5 eat at or something like that. Thank you very much.

6 CHAIRPERSON SHANKMAN: We need to get back
7 in order very quickly. Father Diulio has been
8 promised that he will be out of here by 11:00, so
9 we're not going to follow our normal procedure.
10 Normally we'll ask all panelist to speak first. For
11 this special session we will ask Father Diulio to
12 give his prepared statement, and then ask questions
13 and then go to Mr. Padway next.

14 FATHER ALBERT DIULIO

15 In regard to a prepared statement, what
16 I simply want to do is introduce myself to you and
17 why I would be here. I'm Father Albert Diulio, I'm
18 the President of Marquette University. In the
19 aftermath of the Dahmer affair of some summers ago,
20 1991, Mayor John Norquist asked me to chair a
21 citizen's commission on police community relations.
22 We had a group that had a 60 day limitation. We
23 prepared a report, we interviewed, we held a number

1 of very large public hearings where we listened to
2 every array we could find in the community. We held
3 them all around the city. We held them with smaller
4 groups, with larger groups, and we met over the
5 course of two months, an awful lot of times to
6 finally develop a report, a report of which I will
7 give you as when I depart.

8 The sum and substance of our report was
9 that we had -- there were certainly some difficulties
10 in the community and police community relations and
11 listening to Chief Arreola and to some of the
12 committee members, the word perception really does
13 come to mind. There were different perceptions in
14 different communities. We presented in our complete
15 report some 52 recommendations to, essentially to the
16 Mayor and by through the Mayor to the Police and to
17 the Fire and Police Commission. I think the sum of
18 what we heard was, and just to pick up another one of
19 the Chief's words, we heard an enormous amount of
20 anecdotal data and we collected a lot of the data
21 that I think you are collecting again. But, much of
22 what we heard as far as testimony was about
23 unacceptable behavior on the part of police officers

1 and sergeants. We heard it from white, from
2 Afro-American, from hispanic and from particularly a
3 large group of Asians of particularly the Mong
4 community in this city. We certainly heard it from
5 the gay and lesbian community. Victims of gay
6 bashing were regularly in the groups speaking of
7 inappropriate behaviors.

8 Our basic thrust at the end was that
9 our police officers really needed to have updated
10 training on being peace officers to resolve
11 conflicts, to calm people who are hostile or
12 distraught, to treat people as individuals, not as
13 stereotypes, and to see members of the community as
14 allies and aides, not as enemies.

15 When we heard from the Police
16 Department, as well from rank and file police
17 officers from different groups within the Police
18 Department, and over the course of our 52
19 recommendations, we highlighted, probably just a
20 number of them for you. We have recommendations in a
21 tremendous range of areas; community oriented
22 policing, police training, personnel management,
23 recruitment and retention, assignments and

1 opportunities within the Department, supervision,
2 labor contracts, citizen complaints against police
3 officers and the Fire and Police Commission itself.
4 We presented our report on October 15th or
5 thereabouts in 1991, and the principal report was to
6 ask the police chief to have a community oriented
7 policing program more fully in place within several
8 months, at least a plan, and to the best of our
9 knowledge that has been -- the press have been pretty
10 good at following up on this, and many of these
11 things have been acted on. I'm obviously not going
12 to go through all 52 recommendations, but I think it
13 is important for you to know that from my perspective
14 in reviewing the recommendations we have made and the
15 implementation and also from a considerable anecdotal
16 evidence from the community in a number of areas,
17 real strides have been made. And I have a list here
18 of some things that I will be happy to leave you with
19 which are things I perceive to be real changes that
20 have taken place and where many things were already
21 in progress. I think it's very important to
22 understand that the Dahmer murder of 1991 really were
23 a catalyst for much, but that Chief Arreola had

1 already had a lot of plans in place and that comes
2 out in our report.

3 A lot of things simply had to do with
4 being aware of problems, of streamlining operations.
5 The citizen complaint procedure was one where people
6 were not satisfied. That has been much streamlined.
7 Certain things were relatively simple to some. Once
8 again, I refer to the Mong community having
9 difficulty with language and the Police Department
10 moved very rapidly to correct some of those
11 difficulties. And, in fact, my contact within those
12 communities indicates that things have improved
13 rather dramatically.

14 So those, that's a summary of why I am
15 here and what came out of two months of a report by a
16 citizen's commission, and really untold hours of
17 hearing. The entire set of testimony is about a foot
18 and a half or two feet high. I'm sure if you'd like
19 it, that the Fire and Police Commission or someone
20 has a copy of all of that. So I will be happy to
21 answer any questions you might have regarding our
22 report or our perceptions of things, conditions after
23 the report.

1 CHAIRPERSON SHANKMAN: I'll open it for
2 questions. I want to ask a couple of questions. I
3 just want to make sure you will leave us a copy of
4 the report and your recommendations?

5 FATHER DIULIO: Yes. This is yours.

6 CHAIRPERSON SHANKMAN: Does anyone have any
7 questions? Gregg?

8 MR. SQUIRES: What are your perceptions of
9 what has happened since you turned in your report,
10 current state of relationships between police and the
11 community?

12 FATHER DIULIO: My perceptions are
13 certainly that things have improved. I can't speak
14 for all parts of the community. Several of the areas
15 that have been selected as more target areas for
16 community oriented policing have experienced rapid
17 and sustained drops in criminal activity; one of them
18 being the near west side of downtown from basically,
19 if you want, downtown out to 27th Street. The press
20 reports are quite accurate. We have experience in
21 that area and that's where we are. Marquette is
22 anyway, in excess really of a 30 percent drop in
23 crime and criminal activity over the past year. It

1 has been an intensive efforts by the Police
2 Department in that area. There are several other
3 areas of town, Sherman Park, which was the first
4 district that where they really went into a community
5 oriented policing program and it has been, I think it
6 has been very successful. My perception from what I
7 have heard of other communities, including gay and
8 lesbian community and others, what I read in the
9 press is that certainly things have improved there.
10 If for no other reason than they have -- there's
11 someone that they can talk to within the Police
12 Department which to where they can bring complaints
13 or problems and that things have been addressed.

14 MS. KIRAM: Father, I'd like to ask you, as
15 a result of the studies you made, this committee,
16 whether it's influenced all these changes taking
17 place around Marquette?

18 FATHER DIULIO: Not that I know of
19 directly. In the sense that this was an area that
20 had been set aside eventually for community oriented
21 policing, I think that it was simple in the normal
22 course of events. I don't think any of the findings
23 that we made here directly influenced something going

1 on in the immediate west area. One of the things we
2 did find out, because the internal documents of the
3 Department supported it, were there was a great deal
4 of effort already going into community oriented
5 policing or COP, more easier to say, beforehand, and
6 that there was a real plan, there was a real and
7 substantial plan in the community to address some of
8 those issues. And one of things that was very
9 important was for people to understand that the Chief
10 was relative, still relatively new and is still
11 relatively new to this. So getting it organized and
12 getting support for it throughout the entire
13 structure of the Police Department I think was
14 something that was a key issue. We made
15 recommendations, for example, these I can't tell you
16 how about certain personnel policies that within the
17 Department that we felt might, in fact, be
18 detrimental to the very highest quality of policing.
19 Things like the shifts that don't change where people
20 get there, they all start on the night shift and they
21 move through, which can give you lower, less
22 experienced officers all the time on a single shift.
23 So, we made recommendations regarding that. But our

1 charge was not to make specific recommendations as to
2 how the police should act internally, but rather how
3 they should react to community issues and we have
4 really found, I think, in many cases they have done a
5 good job.

6 MS. MC FADDEN: Have you seen any decrease
7 in crime in the 3rd, 5th or the 7th districts? You
8 talk about the decrease within the Marquette area,
9 but what about those districts?

10 FATHER DIULIO: Well, city crime, I can't
11 tell you, I don't have those statistics, but my
12 perception over the past year has been that actually
13 the crime rate in much of the City has decreased
14 marginally, but at least it has decreased. But I
15 don't keep track of the statistics around. We had,
16 and that was, once again, not particularly part of
17 our study, although I actually visited all of the
18 districts, I visited all of the police stations at
19 least briefly.

20 MR. SQUIRES: I'd like to ask you a similar
21 question that I asked the Chief who I'm pleased is
22 able to stay with us this morning at least for
23 awhile. Despite significant accomplishments that

1 have been made, and there is the perception,
2 perception within the African-American community that
3 not so much the quantity, but the quality of service
4 is different, and my understanding is there's some
5 perception within some of Milwaukee's white community
6 that police officers have been unjustifiably
7 reallocated from their districts to go somewhere else
8 because, whatever reason. These are perceptions, I
9 have no idea how real they are.

10 What is your sense of the rather this
11 persistent -- why do these perceptions exist here in
12 Milwaukee?

13 FATHER DIULIO: I suspect the perception
14 present very much out of historical feel that that
15 has been the case for a long time, and I'm an on and
16 off resident of this city for 32 years, so my
17 experience kind of goes back to the '60s. And I
18 think that that perception existed then and continues
19 to exist. And I listen to the chief's testimony on
20 that very issue and I think he's probably quite
21 accurate in terms of that there are -- it's a very
22 intense effort. You have perhaps added criminal
23 activity in certain parts of the city and it feels

1 very -- people don't feel comfortable that they're
2 really being protected. I also think it is, there is
3 a considerable stratification by social, economic
4 status. And poor areas of the community tend
5 regularly to feel, I think, less well-served for a
6 whole variety of reason which I really don't know,
7 but we certainly found that in hearing people.

8 One of the things that we did find,
9 which was a very interesting part of our public
10 hearing process, we would go out and talk about the
11 police in a region, go out to the north side or the
12 south side and we continually heard how wonderful
13 Officer McFadden was, Officer Shankman, we really
14 like our beat cop, but we're not -- we just, we need
15 more protection, we need more service. And you see
16 the problem, they really, I think once I found, once
17 you get to know individual police officers, the
18 community becomes quite comfortable. But there is a
19 feeling that they need more protection. And I can
20 understand that fully. That has built up over a long
21 period of time. I think some of you have mentioned
22 that it's not unique to this community, having lived
23 pretty much across the country over the last 25

1 years, I've seen it in every single urban area I've
2 been in. And I'm, since I don't know crime
3 statistics by neighborhood, I do know though that
4 when you have higher rates of crime in neighborhoods,
5 people perceive, and I'm correct, that they need
6 more protection. And if they don't, they don't feel
7 that's there, then they feel, of course, they're not
8 being well served, and that's also legitimate.

9 MR. SQUIRES: But, it's also the concern
10 that when the police are there that people feel they
11 aren't treated with the same kind of dignity and
12 respect that people in other neighborhoods maybe
13 treated.

14 FATHER DIULIO: And I think some of that
15 may go back to the, perhaps, and I'm way out on a
16 limb here, but I think that from a long history with
17 the Department dating at least until the '80s of the
18 racial distribution of the Department was not broad
19 whereas it has become much more so, and that takes a
20 long time to work it's way into community structures
21 and into the community psyche.

22 MR. EASTMAN: Thank you very much for
23 presenting, Father. My question would be your report

1 and it has something to do with what Police Chief
2 Arreola said, on networking into the areas I'm a
3 strong believer in networking and that's in these
4 areas getting people to work together. What has your
5 report recommended? What are the tasks, procedures?
6 I can see a number of ways here that it's being
7 attempted, but what would be the one -- I see
8 problems as systemic -- a good system being
9 implemented to solve. What are your recommendations?

10 FATHER DIULIO: We recommended much of
11 actually what was going on in a lot of areas and has
12 continued to go on in a much broader scale and that
13 is direct availability of both for our complaint
14 procedures that it be simplified and accessible. And
15 the second thing, far more important was the
16 accessibility of police officers in the neighborhood.
17 And the Chief mentioned to you as I was sitting here
18 the fact that the captains of each district are
19 available in the neighborhood every month within the
20 district for just for informal discussion. That
21 seems to me, even if it's not used, the fact that
22 it's available does a great deal. People know they
23 have an outlet for a problem. And I think then they

1 become more comfortable that I can bring that. I
2 presume that that's about the best you can be. You
3 must have open levels of communication. Those are
4 things we recommended, and, in fact, have been going
5 on. And it also has a lot to do with language. You
6 know, we really had to be very alert to language
7 differences around our community and have the
8 availability in various parts of the city for people
9 for who English is not a first language to be able to
10 speak.

11 We had several meetings, at least one
12 of our meetings, for example, with the Mong community
13 was conducted almost entirely by translator.

14 MR. EASTMAN: Sure, I'm from Winnebago
15 County and I know what a challenge is like. Our
16 program is quite successful because we network with
17 everyone in the community and interagency meetings.
18 I don't think Milwaukee is too big to do that.

19 FATHER DIULIO: No.

20 MR. EASTMAN: I think time and effort--

21 FATHER DIULIO: But it does take a lot of
22 time and effort, and I think maybe more than anything
23 else it takes a real committment, a real willingness,

1 and I think that's what I see going on. It doesn't
2 happen instantly and it hasn't happened overnight.
3 But I think it's one of the really positive things
4 going.

5 CHAIRPERSON SHANKMAN: Thank you very much.

6 Our next speaker is Mr. Padway, the
7 Chairman of the Police and Fire Commission.

8 M. NICOL PADWAY

9 Good morning, Members of the Committee,
10 my name is Mr. M. Nicol Padway, I'm the Chairman of
11 the City of Milwaukee Fire and Police Commission.
12 Thank you for this opportunity to share my thoughts
13 regarding the matters before you and provide your
14 committee with information regarding the Commission.
15 At the conclusion of my prepared remarks, I will
16 entertain your questions.

17 In order to fully appreciate the role
18 of the Commission and it's relationship to the Police
19 and Fire Departments, I would like to spend a few
20 minutes to provide you with a brief history of the
21 Commission. The Commission's responsibilities have
22 increase substantially to meet the needs and
23 expectations of our community and to anticipate and

1 address future concerns. The City of Milwaukee's
2 Fire and Police Commission was created April 11, 1885
3 by an Act of the Wisconsin state legislature. It's
4 the oldest civilian oversight body in our country.
5 However, initially the Board's authority was limited
6 to setting employment standards and examining
7 candidates for positions in the Police and Fire
8 Departments, appointing the respective chiefs and
9 removing the chiefs from their position. The law was
10 intended to eliminate the political cronism that
11 pre-existed and resulted in eight police chiefs in a
12 30 years period with one chief appointed three times
13 during that period.

14 Though the Commission's authority was
15 initially limited to the aforementioned
16 responsibilities, commissioners in an oversight
17 capacity appeared at disciplinary and citizen
18 complaint hearing conducted by the Department.
19 Commissioners would frequently write to the chief
20 making various suggestions based upon the information
21 obtained at these proceedings. In 1911 the
22 Commission received additional responsibilities, the
23 authority to hear complaints of property owners

1 against members of either the Department and the
2 authority to hear department members appeals for
3 disciplinary actions resulting in discharge,
4 suspension or a reduction in rank. That law was soon
5 put to work when a former firefighter filed a
6 citizen's complaint against the then fire chief,
7 asserting that this chief had been derelict in his
8 duties by failing to inspect downtown buildings for
9 fire hazards. Though the charge was not sustained,
10 shortly thereafter the city enacted local ordinances
11 enforcing the removal of fire hazards and the Fire
12 Department created a Bureau of Fire Prevention. That
13 initial proceeding established a precedent that
14 continues to the present time; that is, Commissions
15 sitting on citizen complaint hearings and a
16 disciplinary appeal hearing to gain insight into the
17 operations of the Department, the level of services
18 provided, and the demands and needs of the community.

19 Prior to the Commission's expanded
20 powers obtained in 1984, and I'll go into that in a
21 minute, the Commission used that insight and
22 information as a basis for recommendations to improve
23 department operations.

1 In the late '70s and early '80s the
2 Milwaukee Police Department experienced a series of
3 incidents which raised the issue of the Department's
4 accountability to the community. Perhaps this goes
5 to your issues of perception. Ernest Lacey died in
6 police custody while being placed in restraint.
7 James Choperlan, a white male, was beaten and
8 seriously injured on the way home from a sporting
9 event, and the 1957 Daniel Bell slaying cover up was
10 unearthed for the entire community. The Department
11 was not responsive to requests for information and
12 other components of the criminal justice system
13 complain of a lack of cooperation. The officers in
14 the Lacey and Choperlan cases were not disciplined by
15 the Department. Citizens of Milwaukee wanted and
16 demanded accountability. The legislature responded
17 in 1984 by passing SP 56, a bill that substantially
18 increased the Commission's powers. The Commission
19 acquired the authority to establish federal policies
20 and standards for both departments, the ability to
21 inspect any property of the Department, including
22 books and records, and the authority to review the
23 efficiency and general good conduct of the

1 Departments. The Board was also authorized to issue
2 written directives to the respective chiefs based on
3 the reviews performed by the Commission. The Board
4 also acquired original rule making authority for both
5 departments. After 99 years of existence, the
6 community, through it's appointed citizen Commission
7 obtained the necessary assurances that the Police
8 Department, whose source of authority comes from the
9 community, will be accountable to the community.

10 The Commission consists of five
11 individuals from the community appointed by the mayor
12 for 5 year terms. It's important to recognize that
13 we are not full time employees of the City. Each
14 commissioner has his or her own respective full time
15 vocational endeavors and our service to the community
16 as commissioners is theoretically a part time two
17 meetings per month commitment.

18 In 1991, the last year our staff
19 tabulated commission hours, as Chair of the
20 Commission I spent more than 780 hours engaged in
21 commission activities. That's far more than two
22 meetings per month. This degree of activity
23 demonstrates the level of dedication and commitment

1 of commissioners, as well as our increased
2 responsibility over the last ten years.

3 In 1885 the Commission consisted of
4 four white middle aged males. Though they were not
5 truly representative of the diverse community, the
6 group reflected the political and social mores of the
7 times. The Commission, in 1993, represents the
8 diversity of our community and the citizenry that the
9 Milwaukee Police and Fire Departments are sworn to
10 serve. Vice Chair Robert Harris, an
11 African-American, is a retired educator and a
12 community activist, developing programs for
13 disadvantaged youths. Commissioner Kathy
14 Herald-Patterson, an African-American female is an
15 educator and private entrepreneur. Kathy operates an
16 alternative high school and several day care
17 facilities. Commissioner Phoebe Weaver-Williams,
18 African-American female is a tenure faculty member
19 with the Marquette University Law School. Prior to
20 obtaining that position, she practiced law with a
21 local firm. Finally, Commissioner Leonard Ocowski, a
22 white male is the current head of the Milwaukee Area
23 Technical College Police Science Program.

1 Commissioner Ocowski spent his 30 plus formative
2 years as a police officer with the City of Milwaukee
3 Police Department, eventually reaching the rank of
4 Deputy Inspector. Though Commissioner Ocowski was
5 initially appointed by former Mayor Henry Meyer,
6 Mayor John Norquist in an effort to ensure that the
7 Commission would be truly representative, reappointed
8 Commissioner Ocowski to an additional term. The
9 present commission is truly representative of the
10 community we serve.

11 Obviously, five part time appointed
12 individuals are not capable of performing all of the
13 numerous responsibilities of the Commission. The
14 Commission has a full time staff of 12 exceptionally
15 qualified and diverse individuals. Our Executive
16 Director is Kenneth Munson, former District Attorney
17 and City Attorney. He is responsible for the day to
18 day activities of the Commission staff and performing
19 commission directives. We are extremely proud of the
20 tireless efforts of our executive director and the
21 staff. Our vision for the community would not become
22 a reality without the efforts of this extraordinary
23 group of men and women.

1 The Commission now pursues it's
2 statutory mandate in three broad areas. Our first
3 area is the appointing and promotion function. In
4 that area the Commission recruits and tests all new
5 applicants, prepares and administers all promotional
6 examinations for all non exempt positions, and
7 approves all nominations made by chief to exempt,
8 that is higher ranking positions.

9 The second area is through the judicial
10 function. The Commission has a citizen complaint
11 process for any person who believes that a Department
12 members' conduct violated a Department rule while
13 interacting with that individual. The other side of
14 the judicial function is the appeal process. Any
15 Department members receiving a discipline which
16 exceeds a five day suspension has the right to appeal
17 that disciplinary action to the Commission and have a
18 due process de novo hearing.

19 The final and most recent area is our
20 executive function. Policy and rule review and
21 promulgation and general review of Department
22 practices, standards and operating procedures.
23 However, we do not micromanage the Department. We

1 have highly skilled and competent chiefs and they in
2 turn have a command staff, and these individual are
3 expected to manage the departments and follow through
4 on any policy, directives, or rules promulgated by
5 the Commission that we may submit.

6 I will first discuss progress made in
7 the appointment function. When I came to the
8 Commission in July of 1988 the Department's
9 demographic profile for December, 1987 showed 15
10 percent of the Police Department is being comprised
11 of minorities; that is, African-Americans, Indians,
12 and Hispanics. A total of 380 of 1,942 sworn
13 officers. It's important to recognize that since
14 1976 the Commission and Department have been under a
15 federal court order mandating a 2 to 3 hiring ratio.
16 That's two minorities hired for every three majority
17 hired. The Commission struggled to meet that order,
18 and for the period 1976 to 1989 returned to the
19 federal court for exemptions from complying with this
20 court order. Recruit classes were small and in many
21 instances did not meet the court order. However, in
22 1990, things changed. First there was a significant
23 change in the composition of the Commission itself.

1 In addition, there were changes in Commission staff.
2 We recognized that there were sufficient numbers of
3 qualified minority candidates available and willing
4 to apply to the Department if approached properly.
5 The Police Department created a recruitment team to
6 assist the Commission in our recruitment efforts.
7 The Commission created background guidelines and a
8 background review process was developed to eliminate
9 arbitrary exclusions through the background
10 investigation.

11 The League of Martin assisted by
12 conducting tutorial sessions available to all persons
13 regardless of race, creed, color or sex to assist in
14 developing test taking skills. The League of Martin
15 recognized that many applicants had not been in a
16 classroom for a significant period of time, nor had
17 they taken competitive tests, and as such, needed to
18 brushed up on test taking skills to assure that any
19 disqualification would be on the basis of merit and
20 not a lack of test taking ability.

21 The results have been quickly achieved.
22 First, the Commission has not been required to go to
23 federal court for an exemption since 1989. More

1 importantly, the demographic profile of the
2 Department has improved significantly. In December,
3 1992, the Department had 463 minority members in it's
4 demographic profile. That's an increase of 155 from
5 the 1987 figure, and they now represent 23 percent of
6 the Department's sworn personnel.

7 The following percentage gains have
8 been achieved in the last five years: White females
9 have increased by 60.9 percent, African-American
10 males have increased by 48.9 percent,
11 African-American females have increased by 36
12 percent, Indian males have increased by 35 percent,
13 Hispanic male have increased by 64 percent, and
14 hispanic females by one hundred percent.

15 As of this date, we have sufficient
16 numbers of men and women, both majority and minority,
17 on the eligibility list and we are able to meet the
18 Department's hiring needs for the entire year.

19 In the area of our judicial
20 responsibility, the Commission has also made
21 significant progress over the past several years. By
22 late 1990 it was clear to a majority of the
23 commissioners that our existing citizen's complaint

1 process needed to be revised and streamlined.

2 Starting in early 1991, and this was pre Dahmer, the
3 Commission embarked upon a process which included
4 public hearings for the purpose of revising the
5 citizen's complaint rule. This was eventually
6 accomplished, and the Commission has, in fact,
7 streamlined it's citizen complaint process so it's
8 more user friendly. In addition, the Commission has
9 explored and is in the process of entering into the
10 program with a local bar association providing pro
11 bono representation for indigent complaints.

12 Perhaps the more significant area of
13 growth has been in our executive powers. When I was
14 first appointed to the Commission in 1988, the
15 commission hadn't held these powers for a period of
16 four years and was still attempting to grapple with
17 the implication of those powers. And you should be
18 advised that the Commission has often, was, at that
19 time, often criticized for meddling in Department
20 affairs. It was also clear to a number of
21 commissioner that the Commission had distanced itself
22 from the community and the community was not
23 accessing the Commission to provide meaningful

1 information to assist us in fulfilling our
2 responsibility. To remedy that situation, shortly
3 after I was elected Chair of the Commission in July
4 of 1990, the Commission conducted a series of public
5 hearings at sites throughout the Milwaukee community,
6 and particularly in central city locations. These
7 were no holes bared forums where the Commission
8 solicited information and input from the community
9 and community groups and any interested persons with
10 respect to their concerns as to the manner in which
11 the Department was relating to the community and the
12 delivery of police services to the citizens of our
13 community. As a result of these meetings, the
14 Commission identified many areas and the following
15 elements as being necessary components of a policing
16 strategy for the City of Milwaukee. I'll go through
17 sort of a shopping list for you. It's not all
18 encompassing, but these reflect the concerns that we
19 received dating back to hearings we conducted in 1990
20 and into early 1991. Increase citizen police contact,
21 including increased foot patrols, increased access to
22 Department facilities, increased accessibility to the
23 Department command structure, increased support for

1 block clubs and neighborhood organization, civility,
2 cultural awareness and listening, training for all
3 officers, significant rewards for proactive police
4 work, incorporate communities in the delivery of
5 police service, promulgating programs targetting
6 juvenile misconduct, elimination of vacancies within
7 the Police Department, improve front line
8 supervision, accountability and recourse against
9 officers violating Department rules and procedures.
10 Alcohol, drugs and firearms as they relate to violent
11 crimes, improve police response time on emergency
12 calls and expeditiously eliminate drug houses and
13 drug activities in the neighborhoods.

14 Since we embarked upon that mission in
15 late 1990, this list was supplemented by the Blue
16 Panel Report. The Department has mentioned earlier
17 by Chief Arreola has initiated many programs geared
18 to address the concerns raised by the community and
19 to provide an accountable Police Department to our
20 community. The Commission is proud of it's
21 Departments, and the progress over the past five
22 years. We are also mindful that there is and always
23 will be room for improvement. That's the nature of

1 providing police services to a contemporary society.

2 CHAIRPERSON SHANKMAN: Thank you very much.
3 Once again, I'll just ask the committee members if
4 they have questions.

5 MS. MC FADDEN: Mr. Padway, do you have any
6 statistical information on the number of officers
7 that citizen complaints was filed against by district
8 and the number of repeated offenders for those
9 complaints?

10 MR. PADWAY: We do not. We have statistics
11 available on the citizen complaints that are filed
12 with our offices. We have requested that the
13 Department promulgate a procedure to accumulate that
14 data. There are two types of complaints that we deal
15 with. We have a formal citizen's complaint process
16 where an individual comes in, fills out a complaint
17 form and that goes through our procedure. That does
18 not necessarily reflect every citizen complaint that
19 this Department receives because we do not receive
20 complaints that the Department gets. In other words,
21 the citizen can get to the 5th District and say I'm
22 upset with Officer Smith and there is a separate
23 process that the Department would then embark upon

1 which would not involve the type of procedure that we
2 have. In other words, the Department would then set
3 up and create an internal investigation and would
4 then investigate that complaint and eventually report
5 back to the citizen. Our process involves the
6 citizen and the citizen essentially carries the ball
7 forward. We have basically several steps. We first
8 review the complaint to determine that it's a proper
9 citizen's complaint; meaning that it meets the
10 jurisdictional requirements. We go through a
11 concilliation process. If it's not resolved through
12 concilliation, we then afford the parties a hearing,
13 and depending upon the results of the hearing, the
14 officer is subject to discipline. All right, now the
15 Department, to get back to your direct question, it's
16 my understanding that, and this was reported to us by
17 the Chief, that the Department is in the process of
18 creating a reporting mechanism. It's been one of the
19 ongoing projects, and I would expect, although I
20 don't know that they have those statistics at this
21 time, that in the future they will be available.

22 MS. MC FADDEN: If a complaint that is filed
23 with your Commission, do you have access to the

1 number of complaints that you receive in '92 and the
2 disposition of those complaints?

3 MR. PADWAY: Yes, and we have all of that
4 available. I would point out I will leave with you
5 today, each year we created a public safety report.
6 That information on an annual basis is contained in
7 that. I'll leave with you the 1991 report. The '92
8 report will not be out probably until June because we
9 have to acquire -- this also breaks down crime. I
10 recall you asked a question about crime by district,
11 and that we break that out. So I will leave this
12 with you. It's a very informative document. It's
13 been available for years. Not many people pay
14 attention to it, but it's there and it's well worth
15 reading.

16 MS. MC FADDEN: Thanks a lot.

17 MR. ZARAGOZA: Mr. Padway, I want to go
18 back on some of the data you may have and I'm more
19 interested in trends as to the complaints have come
20 in, and I'm assuming stratified by type of complaint.
21 I'm more interested in complaints that have some kind
22 of a racial origin, even insensitivity to racial
23 variables, et cetera. But, have you seen an increase

1 or decrease of those kinds of complaints, given the
2 Police Department sensitivity training and cultural
3 diversity kinds of efforts?

4 MR. PADWAY: The increase in the greatest
5 number of complaints we received are based on
6 civility. I think that sort of involves what you're
7 saying. I can't write down civility being based on
8 race or just based on general lack of civility, but
9 that is the largest number of complaints that we
10 receive is in the civility area. And I'm not sure
11 whether we've broken them down or not. I can check
12 with our staff personnel. The number of complaints
13 that varies widely year to year. We've gone from, I
14 think a low in 1987 where it was either '87 or '88
15 where we had 42, our high was in 1991 which coincided
16 with Dehmer and Rodney King, to somewhere close to
17 100, and then last year in '92 I believe they dropped
18 down to the about the 50 percent range.

19 MR. ZARAGOZA: What form did the cultural
20 sensitivity training and those type initiatives take?

21 MR. PADWAY: We are still in the process --
22 let me back up a little bit -- the Commission in, as
23 a result of some of the meetings that we held in late

1 '90 and early '91, recognized that we had to address
2 concern of providing the Department with cultural
3 diversity and sensitivity training. The irony of the
4 Dahmer situation is that the week that Dahmer was
5 discovered, through the auspices of the chief had in
6 place at that time a couple from -- two educators who
7 were providing an analysis of the Milwaukee Police
8 Department training academy to come out with a series
9 of recommendations as to how to improve the academy.
10 It was coincidental that they were there, they
11 arrived in Milwaukee at the same time, that we
12 discovered Dahmer.

13 The result of both their report to the
14 Chief and the Commission and the report of the blue
15 ribbon panel was to create an, or become involved in
16 a process of creating a cultural diversity and
17 sensitivity training program unique to the City of
18 Milwaukee over a period of time. We had to prepare
19 RFPs and Requests for Proposals and go through a
20 contract process which was eventually created and a
21 national organization was retained and they have been
22 actively engaged in the process of creating this
23 formal program for us. That's sort of a historical

1 response to your question.

2 MR. ZARAGOZA: Do you have actual training
3 going on?

4 MR. PADWAY: We have training going on now
5 in these areas. I will not be the best person to
6 speak to that, but the Chief, ahead of the training
7 academy can provide you with the details of that. As
8 the policy body, we have a Chief, we want this
9 training and we want the very best possible and
10 that's why we're going about the process.

11 MR. ZARAGOZA: And you will monitor the
12 effect. There should be some correlation between the
13 training and civility.

14 MR. PADWAY: That is why we have requested
15 that the chief provide us with his input on the
16 citizen complaints that they receive so we know that
17 we only get a part of the picture. There's another
18 part out there that the Department is in the process
19 of creating programs so that we will get that
20 information.

21 MR. SQUIRES: In your opinion, would more
22 widespread distribution and discussion of information
23 on the racial composition of crime victims be useful

1 either to your Commission or to us or to the general
2 public?

3 MR. PADWAY: If it could be recaptured, I
4 think it would certainly provide -- the more
5 information you have, providing that you don't
6 overflow your ability to analyze the information. We
7 can generate lots of data and they've got wonderful
8 CAT systems that create lots and lots of information.
9 We also have to analyze it, take the time to analyze
10 it. I think it will probably be helpful. I think it
11 would help to point out to the community exactly what
12 is occurring. We do maintain that information with
13 respect to more significant crimes like homicides.
14 We have that information available on those types of
15 crimes. I can point out, it's interesting we have a
16 perception of crime as being rampant and there is
17 some truth to that, but on the other hand, our 1993
18 first quarter statistics show a decline in several
19 significant areas. So, you have perception created
20 in reality. It's a different thing, yes, sir.

21 MR. EASTMAN: Thank you for presenting. I
22 would think prevention was a key issue, that this
23 kind of a statistic would be kept. If you just keep

1 these kinds of statistics for serious crime offenses.
2 I think you're missing a key element without having
3 that.

4 MR. PADWAY: Let me say that we do keep,
5 and you'll find in this statistical breakdown of
6 crime not only by police district, but by Aldermanic
7 districts and census tracks so you can form, at this
8 point, pretty good guesstimates based on the racial
9 compositions of census tracks and aldermanic district
10 as to how crime is impacting different groups, what
11 it does provide the department with, and what those
12 statistics do have is the ability to marshall their
13 resources according to the number of calls for
14 service and where crimes are occurring by
15 geographical area.

16 We are becoming a far more geographic
17 diverse community. That is not something that was
18 always the case, and as such when you address
19 allocating resources, you have to be able to look in
20 terms of where it's occurring so that you can
21 marshall your resources accordingly.

22 CHAIRPERSON SHANKMAN: Thank you very much.
23 We appreciate your information.

1 MR. PADWAY: You're welcome. I'll leave
2 this, my prepared remarks, with you as well?

3 CHAIRPERSON SHANKMAN: Right. The only
4 excuse I have to cut us off is we're running into our
5 lunch hour. Alderman Gordon has agreed to join us
6 and will obviously not have any prepared statement to
7 make, but he has indicated that he's willing to share
8 his thoughts on this topic with us and we, of course,
9 would be most interested to hear them. I'm going to
10 ask our panelist to proceed in kind of the normal
11 way. The first two panels were both abnormal for one
12 reason or another, and that is, we'd like to hear
13 from each of you first and we would ask you, if
14 possible, to limit your statements to ten to fifteen
15 minutes at the most so that we will have time at the
16 end, after hearing from all of you, that the
17 committee members can ask whatever questions, and we
18 anticipate many questions will arise.

19 We have here today, we have Alderman
20 Gordon, as I said, Professor Stojkovic from the
21 University of Wisconsin, Milwaukee, and Mr. Ward from
22 the Milwaukee Police Association. And I have no
23 particular order for you to go in. So--

1 MR. WARD: I'd be happy to begin.

2 WILLIAM WARD

3 Historically, I give you a little bit
4 of historic background about how some of these
5 problems with police service came about in Milwaukee.
6 About ten years ago the way service was delivered to
7 the citizens began to change. We went from a full
8 service department to a prioritized response. By
9 full service, about ten years ago, whenever a citizen
10 of Milwaukee called the Police Department no matter
11 what their call, a theft of a bicycle, for a
12 homicide, for an armed robbery, they sent a two
13 person squad to their home or business to take a
14 complaint. That was just a routine practice that had
15 been going on for a long time. About that time they
16 started experiencing manpower problems in the
17 Milwaukee Police Department, so they cut from two
18 person squads down to one person squads in most
19 instances, and then they would have to try to get two
20 squads to respond to a call if it was a serious call,
21 and that created some additional problem. Then they
22 decided to go to a prioritized response system, which
23 is what you heard the chief talk about this morning

1 and which is what we're currently using in the Police
2 Department. Under the priority system there's an
3 immediate response for serious calls. There's a
4 delayed response for lesser serious calls, and in
5 some cases there's no response at all. And that's
6 where we're starting to run into the problem. When
7 the Police Department gets overloaded with calls, the
8 less serious calls are pushed off to the side, if you
9 will, and in some cases are not answered for a day or
10 two, and maybe not at all. People might be advised
11 by phone regarding their situation and that's
12 perfectly fine, if it can be taken care of over the
13 phone, or they might be advised to come into the
14 police station to report their particular problem.
15 But, in many instances the complaint just fell by the
16 wayside. And that's created a problem, I think, for
17 the citizens and also for the police officers that
18 have to eventually respond to citizen's homes and
19 take these complaints and be questioned as to why it
20 took an hour, two hours, three hours or in some cases
21 a couple of days to respond to a citizen's complaint.
22 I kind of characterize it as we've become a hit and
23 miss department. Sometimes we hit, sometimes we do a

1 real good job, we answer all the calls, we're able to
2 provide a good service level to the public, and other
3 times we kind of miss out. We are unable to respond
4 in a timely manner. Mainly that's been during the
5 summer periods when generally we experience an
6 increase in the number of calls for police service.
7 And a significant increase in some cases in some
8 districts. Particularly District Number 3 which is
9 on the near west side and encompasses parts of
10 Marquette University and goes west from there.
11 Basically it's a multi-cultural area and they've
12 experienced a large number of requests for police
13 service, particularly in the summertime. And you're
14 going to hear a member of the South Side Organizing
15 Committee, I believe, tomorrow speak about
16 interdistrict dispatching. Primarily interdistrict
17 dispatching has involved District 3 where they've
18 been unable to handle the number of calls for police
19 service and they've had to take squad cars from other
20 districts to send them there to respond to some of
21 the problems. I will say that this problem of not
22 being able to handle calls is a problem all over the
23 city, but it's more of a problem in the inner city

1 districts, specifically Districts 3, 5 and 7, which
2 are the districts that handle, I would say, the
3 majority of calls for police service. For serious
4 police calls in the City of Milwaukee they handle an
5 inordinate number of calls of that type. I guess if
6 you lived in the suburbs where there was a low crime
7 rate, it really wouldn't matter if police responded
8 at all or not if you relatively minor crime; theft of
9 bicycle, those types of things can wait. But, when
10 you live in a city like Milwaukee, response is very
11 important for citizens. That's citizen's all over
12 the city. The quality of life for those citizens who
13 live in the neighborhood need for a high level of
14 police services. If those services aren't there,
15 their quality of life goes down. The more you need,
16 the more it goes down. I've lived in the City of
17 Milwaukee, I live on the south west side. We don't
18 have a lot of problems over there. So, if police are
19 not always available, and they're not always
20 available because they're taken away from our areas
21 and sent to other areas, our need is not quite the
22 same as if you live in an area where if calls are
23 coming in five to ten an hour, and you're getting

1 shootings and armed robberies. We did have a case, I
2 believe two years ago where there were five shootings
3 within a one or two hour period of time in a certain
4 district. Those are very serious things, and they do
5 demand an immediate response.

6 What happened over the last ten years,
7 we started experiencing recruitment problems and at
8 one point in time, we were over 200 police officers
9 short. Now I'm talking uniformed patrol officers,
10 the kinds of officers that would respond to a
11 citizen's call if they called. The immediate
12 response would be from uniformed patrol officer. We
13 also experienced cutbacks in the number of
14 detectives. We had approximately 50 vacant detective
15 positions. A decision was made not to fill those
16 vacant positions about five years ago. Since that
17 time I'm happy to report that those 50 detective
18 positions have been funded and filled. In fact, just
19 recently some of the positions were filled within the
20 last month of detectives, and this chief does -- has
21 had a very effective recruiting program and the
22 vacancies that we experienced for the last five or
23 six years, the extensive vacancies have been cut way

1 down to a minimal amount. However, we still are
2 experiencing large turnovers. It's not unusual to
3 have 25 or 30 people leave the Police Department in a
4 one month period of time. And it doesn't seem like a
5 lot when you have approximately 2,300 employees, but
6 it's a long process to test and to recruit a
7 qualified list of candidates to get them into the
8 training school, to train them for 20 weeks and then
9 to get them out on the street. And it's not only
10 training in the academy for 20 weeks, it's, once
11 they're on the street, it takes a number of years, I
12 would say, in my opinion, based on my experience as a
13 police officer, to learn how to become really an
14 effective police officer on the street. I would say
15 at least a rule of thumb, you need 2 or 3 years out
16 there, even once you're beyond the academy and off
17 probation to really learn how to handle a variety of
18 calls and situations effectively.

19 We talked about the perception. I
20 guess there is a problem with perception as to how
21 certain people in the community are treated. I look
22 at things that I've read in the paper that there's a
23 rave party where several hundred people were

1 arrested. The resources were found to respond to
2 that call. I look at responses to beer parties at
3 the university on the east side where large numbers
4 of people were arrested, they found that resource to
5 respond to those calls, yet when other citizens call
6 with problems with people urinating, drunks loitering
7 around their neighborhood, juveniles causing
8 problems, there's little or no response in many
9 cases, or it's downgraded to a less severe problem.

10 I think that's one of the problems that
11 we need to address. How do we pick up those
12 housekeeping types of things where you need to have a
13 response, it may not need to be immediately. But
14 when a citizen calls, that's a very important
15 complaint to a citizen, and it detracted from the
16 entire neighborhood when there's no police response
17 to juvenile problems, to people causing other types
18 of problems in the neighborhood; even things like
19 sounds of gun shots. There's no response to those
20 calls. Citizens become very concerned about that and
21 they need to be, if nothing else, reassured that the
22 police are there, they are making their presence
23 known, and they are there to respond to their

1 complaints.

2 There was a study done by the Milwaukee
3 Police Department dated July 12th, 1991, and I'd just
4 like to close with a brief statement, kind of
5 summarizes it all up here. It talks about the
6 utilization rate of the hours of police officers
7 available, and this is 1991. There's a 94 percent
8 squad utilization rate or essentially total
9 committment of all available unit shift time.
10 Meaning that 94 percent of the squads that are out
11 there, their time is totally committed to answering
12 calls, and they have very little time to do anything
13 else. Squad utilization reaching around 75 percent
14 creates very serious problems in the handling of
15 calls for service. Problems that are caused from
16 this high saturation level affect the quality of
17 police service, cause deterioration of the beat
18 structure wherein the assigned beat squad is rarely
19 in their squad area and continuous stacking of calls
20 results in longer service response.

21 Other consequences occurring from the
22 high call for service saturation are perceptions of
23 safety, visibility and deterrence by police presence.

1 Additionally, this high work load is a direct
2 operational effect on the officers involved and
3 prevents any proactive policing. Gist, you call, we
4 come to the scene with reactive policing. Thank you.

5 STAN STOJKOVIC

6 My name is Stan Stojkovic, Associate
7 Professor of Criminal Justice at UWM. I have been in
8 this community all my life, a brief break to go to
9 graduate school years ago. I've been a professor at
10 UWM in the criminal justice program since 1983. I've
11 also been appointed -- I was appointed to the Mayor's
12 blue ribbon commission a few years ago to deal with
13 the issue of police/community relations. And what
14 I'd like to do today is talk about three basic issues
15 that I think need to be addressed when you examine
16 the allegation or the claim that there's some
17 disproportional representation of police services in
18 particularly minority communities or the inner city
19 communities specifically.

20 One, I'm not here to simply be a
21 critic. I want to be more than that. In fact, as
22 I've told Chief Arreola, I'm working with him now on
23 a number initiatives. I'm also an advocate. I'm an

1 advocate of what the Department does in a general
2 sense. There are clearly some issues of concern that
3 the citizenry have raised about the delivery of
4 police service, and they're legitimate and credible
5 kinds of issues. So I'm not going to sit here and
6 say X, Y, and Z against the Department. Because I
7 think in a historical perspective this Department has
8 come a long way and has done a lot of things to
9 address the concerns of this community. Anyone who
10 has been in this community for at least 20 years
11 knows the drastic change in the delivery of police
12 services and the commitment at the top by the Police
13 Department, most notably, the police chief, our
14 current chief, to try to deal with these issues. So,
15 I'm going to try to talk about these issues within
16 that context. I serve that and I offer that as sort
17 of prefatory note.

18 Three basic issues that I think need to
19 be addressed and then we'll move along. One, when
20 you talk about the delivery of police services,
21 particularly in the inner city, the fact is that if
22 you look at not only local data, state data, but also
23 national data, inner city communities, large urban

1 settings, tend to have a disproportionate amount of
2 victimization. Most of the serious crimes;
3 particularly the uniform crime report, index crime,
4 most serious eight as identified by the FBI, are
5 disproportionately represented in inner city
6 communities. The dilemma, and I think is a very
7 serious practical dilemma for people who deliver
8 police service, particularly administrators like
9 police chiefs, is on the one you have a
10 disproportionate amount of crime that you have to be
11 attuned to, but on the other hand, you have to be
12 sensitive to the fact that you're not harrassing
13 people. Part of conceptual menu that has occurred
14 during the 1980s, and it's not something endemic or
15 unique to Milwaukee, is this whole drug war scare in
16 which we had told the police, go out there and arrest
17 people. So the police did, and they arrested people
18 in droves. And there's a lot of interesting research
19 about who gets arrested, under what kinds of
20 condition, and I'd be more than happy at a later time
21 to talk with people in a specific sense about what
22 that research indicates. But, this is the dilemma
23 that police administrators clearly face. How you do

1 operate a department in which on the one hand society
2 is saying go get these people, and on the other hand
3 you may be perceived as harassing a particular part
4 of the community, okay. And I would wish that the
5 Commission would take this into consideration.

6 Secondly, associated with this first
7 issue is the idea of scarce resources. Police
8 Departments, and I was not privy to the presentations
9 earlier this morning, I came in here basically cold,
10 police departments historically operate under scarce
11 resources. I think Mr. Ward has underscored that
12 fact very well. We don't have enough resources, but
13 I don't want to say we should simply add more
14 resources to police departments. What we should do,
15 and I think the Police Chief of Milwaukee today is
16 doing this, is develop a strategic plan that tells us
17 where are you allocating your resources, what is your
18 rationale, what type of justification do you provide
19 to distribute police resources in a particular way,
20 given that resources are scarce. So, in other words,
21 those dollars, those limited dollars that the police
22 department does receive really require an adequate
23 strategic management plan. This police chief, more

1 than I think some of his predecessors, has taken an
2 active role in trying to determine a strategic plan
3 and delivery of police resources, again, given that
4 they are scarce and we have to make very, very
5 specific kinds of decisions. That's generically
6 really; number one, what I'd like to talk about.
7 Two, I'd like to mention some of the programs or
8 initiatives that are currently going on in which the
9 Department is trying to reach out to the community.
10 And the reason I want to mention these is because I'm
11 directly involved in one of them, the RAGE Program,
12 Removing Area Gang Environments Program. I'm
13 co-chairman with Chief Arreola in trying to coalesce
14 a number of private and public interests to address
15 the issue of gangs. This is a positive, I believe,
16 effort on the part of this community with the Chief
17 taking the initiative to go out and try to address
18 what the issue is. As we all know, most of the gang
19 activity that we're aware of tends to be concentrated
20 in the inner city. This tends to be
21 disproportionately represented by black, hispanic
22 gangs. That doesn't mean that there aren't white
23 gangs out there, but there clearly are big problems

1 with gangs in this community, not like other
2 communities, but we're heading in that direction. As
3 a result, I think that the initiative, the RAGE
4 initiative is a good initiative and it's one that was
5 done on a proactive sense on the part of the
6 Department.

7 In addition to the RAGE, we have a
8 number of other programs; the DARE Program which has
9 been around for a number of years, Drug Awareness
10 Resistance Education. It's a very good program.
11 Police officers are in the schools dealing with the
12 kids, talking about drugs. And most recently the
13 GREAT Program, the Gang Resistance Educational
14 Training Program. We just kicked it off. The
15 Department kicked it off in association with
16 Milwaukee Public Schools roughly a month ago in which
17 the Department sends a number of people to be trained
18 down in Phoenix to deal with the gangs to go into the
19 school. So, these activities on the part of the
20 Department really represent a very positive attempts,
21 positive initiatives. And, again, if you've been in
22 this community for any period of time, this would
23 have never happened 10, 15 years ago. This Chief is

1 taking the initiative, is going out and doing these
2 kinds of things, and I think the Commission needs to
3 be aware of that.

4 Finally, my third point, and I'll be
5 quiet, are research initiatives, something that I'm
6 interested in. The issue seems to be what is the
7 question here? What is it that you're trying to
8 research? What is it that you want to examine? Once
9 you resolve that kind of issue, you can then go about
10 collecting appropriate data that is necessary to
11 either confirm or disconfirm any particular
12 hypothesis you may have about police protection. At
13 the present time, one of the ways to do this, and I
14 offer this as a suggestion to the Commission, is to
15 look at some proxy research or research where in
16 which you can have proxy measures in which you can
17 get assessment or feeling, at least an informed
18 intuition about what it is about the delivery police
19 services in the City of Milwaukee. One way to do
20 that and one way I'm working with Police Chief
21 Arreola right now and I heard Chairman Padway detail
22 in his presentation, mention this, is the complaint
23 process. Reality is if you look at the complaint

1 process and the number of distribution of complaints
2 that are filed with the Fire and Police Commission,
3 you will have no data or limited data to draw any
4 kind of correct inference about a particular problem,
5 again, depending upon what your problem is. The
6 reason being is the numbers are too small. We cannot
7 draw statistical inferences from number of 40, 50 or
8 even a hundred. They're just too small. As a
9 result, the question becomes where are these
10 complaints or where are other complaints being heaped
11 upon the Department? The most logical place to go is
12 at the precinct. At the precinct is where people
13 come, in and for various reasons, some legitimate,
14 some illegitimate, say they have a complaint with the
15 Milwaukee Police Department. The Department files
16 some of these complaints, and my understanding is
17 that there are thousands of these over a long period
18 of time. I'm working with the police chief at the
19 present time to try to create a research scheme
20 whereby we can examine the distribution of
21 complaints, we can look at the type of complaints, we
22 can look at also how the Department handles the
23 complaints so that I can argue District 3 or District

1 4 has X number of complaints. We now can examine how
2 did they handle the complaints? What's the most
3 efficacious way to deal with this type of complaint.
4 This is tedious research. This is long term
5 research, it is ongoing research that is served as a
6 feedback device in the Department so they can
7 generate accurate and appropriate policy. I've been
8 wanting to do a study like this for ten years, since
9 I came to Milwaukee, back to Milwaukee in 1983, I
10 joined UWM. This is the only police chief that said
11 this is a good idea. And he has instituted, I
12 believe, steps to try to get ahold of the complaint
13 process, and he and I and a number of my colleagues
14 at UWM will generate a research proposal that we're
15 hoping a local foundation will fund to allow us to
16 look at these complaints. These are proxy measures.
17 The best kind of research that you can do is probably
18 observational research, research that you can go into
19 the communities and observe behaviors. As you can
20 imagine, that is very difficult research to do, and
21 it's also very difficult to capture the types of
22 behaviors that you may be interested in.

23 Finally, I'd like to mention that the

1 survey research can be done. Survey research in
2 which we pass out questionnaires to people to find
3 out their perceptions of the Department. This would
4 be, in part, re-inventing the wheel here in
5 Milwaukee. The National Institute of Justice has
6 done survey research of Milwaukee citizenry about the
7 Milwaukee Police Department in the last twenty years.
8 This research in the aggregate indicates that the
9 Milwaukee Police Department is looked upon very
10 favorably by the community. But this finding is
11 somewhat misleading. It's an aggregate statistic.
12 What you need to do to is disaggregate the
13 statistics, disaggregate or break down your
14 methodology, look at particular areas that you think
15 there are problems, and target them for some very
16 intensive, specific survey research. That might
17 reveal some interesting findings. And I believe that
18 there is something out there, as a member, as a
19 commissioner of the blue ribbon commission a few
20 years ago here in Milwaukee, this was a common
21 current theme expressed by people who came to the
22 public hearing that they believed response time was
23 slow, they believed that there was not enough done,

1 that civility was an issue, as Commissioner Padway
2 had mentioned, and I think you have enough informed
3 speculation, informed intuition to proceed with more
4 systematic pieces of research. At the present time,
5 we're after that kind of data, and without it, you
6 can't come to any type of serious conclusions, in my
7 opinion. Thank you.

8 FREDDERICK GORDON

9 Good morning, my name is Frederick Gordon,
10 and I'm the Alderman for the 7th District here in the
11 City of Milwaukee. For those of you who are not
12 from Milwaukee, I came here as an observer and I was
13 somehow pressed into service to give a few comments
14 about the topic that you're here to study and to be
15 brief because I have to be since I'm not prepared to
16 give anything extensive like the other two
17 presenters. I just wanted to raise some questions
18 and then perhaps steer you towards some of the
19 concerns that I've dealt with as an Alderman and I
20 speak primarily as an Alderman because my
21 relationship with the Police Department stems from
22 that vantage point.

23 One of the main topics of discussion in

1 the common county and I guess throughout the entire
2 community is this concept of community oriented
3 policing. And you probably heard about that from
4 some of the other presenters, the Chief, and I think
5 Chairman Padway of the Fire and Police Commission
6 indicated it also. That's a real concern of mine
7 because as Alderman I have to respond to constituent
8 calls in a similar fashion as to the precincts. The
9 7th precinct and the 3rd precinct in the City of
10 Milwaukee encompasses the area that I represent. And
11 this whole concept of community-oriented policing is
12 a very important one, but it's still quite nebulous.
13 The initiation of sub stations in our community has
14 given the police a presence in neighborhoods that
15 have been problematic in the past. And as Professor
16 Stojkovic said earlier, in the past 20 years there
17 has been a substantial change in the perception of
18 the way that services are delivered from the Police
19 Department to the community, and I think Chief
20 Arreola and his staff and the Department as a whole
21 have done an exemplary job since he's arrived in
22 terms of at least addressing or attempting to address
23 some of those concerns. And I think that as we work

1 through this process of what community-oriented
2 policing is all about, that may become clear.
3 Because I get calls from constituents about 3 or 4
4 major things; one, response time, as was indicated
5 earlier, and I think that the community-oriented
6 policing situation has to deal with that as a
7 concept. It's wonderful that police officers respond
8 to the more serious crimes quickly, and I don't think
9 anybody in the community has a real problem with
10 that. But for nuisance calls like noise and cars
11 driving by through the neighborhood and causing
12 quality of life disruptions, there needs to be more a
13 expeditious situation involved in terms of that.
14 Now, I've spoken to the officers in the precincts in
15 our district about that and they're sensitive to it,
16 and I would hope that that would be worked on. The
17 numbering system, I think, has to be changed as far
18 as that priority situation is concerned.

19 Secondly, there is attitudinal
20 responses by police officers when they arrive on the
21 site, and that's something that's always been a
22 problem with the community. I think that the kinds
23 of things that the Department can deal with in terms

1 of sensitizing officers as a part of their training
2 how to respond. As officer Ward indicated when
3 someone comes into a volatile situation such as a
4 domestic crisis or when there's something that is
5 going on regarding the playing of music very loudly
6 in an area, such as in my block, for example. That's
7 the kind of thing that people who live in that area
8 have a real concern about. They see it as being
9 analogous to any hard core criminal situation that a
10 police officer may take as being a very important.
11 They see it as being critical. So, when the calls
12 come in, one of the first things that officers
13 generally do is, well, we can't do anything about
14 that, call your Alderman. So, as a result, I get the
15 call and all I can do is call the Police Department.
16 And that's one thing that I've heard and the police
17 have been very honest about that. A lot of times
18 they feel that they're ill-equipped to deal with
19 those kinds of situations they may not consider to be
20 critical or important, so they put it onto the next
21 level, and that next level is me.

22 One of the things that I've talked
23 about with Chief Arreola and everybody else who would

1 listen to it is how to coordinate those kinds of
2 situations to give citizens the assurances that their
3 concerns are just as important to the Department as
4 the Department sees a homicide or an armed robbery or
5 a sexual assault. And that's a very important
6 consideration, I think, for the Commission to take
7 into account because that's what citizen's day to
8 day, everyday have to deal with. It's not the
9 homicides, it's not so much the robberies, those are
10 very critical, they're very important, but it's the
11 small kinds of things that go on, the nuisance kinds
12 of things that go on that they respond to and they
13 call the Alderperson and the Alderpersons have to be
14 obviously aware of that because if we don't respond
15 to that, we won't be Alderpersons very long.

16 The other thing, the whole presence of
17 the police in our communities. With the summer
18 coming up now and with young people being out on the
19 street more and more, there's a real perception of
20 fear amongst the citizens, particularly when they see
21 large groups of young people, you know, on the street
22 corners or, you know, just hanging out in the
23 playgrounds and things of that nature. I've gotten a

1 lot of calls from people regarding those kinds of
2 situations. And obviously people have a right to go
3 as they please in the community, and I think that
4 patrol aspect has to be really upgraded because I
5 think that people want to see police officers on the
6 street, walking on the street. They want to see them
7 in cars, they feel safe just being able to see them.
8 And a lot of police officers think that that's just
9 window dressing in many respects in terms of elected
10 officials' response to that, but that's what people
11 want, and that's what people would like to see, and
12 they have a lot of security amongst themselves in
13 terms of the fact that they know their police
14 officers are doing their job. And it may just be a
15 situation where, you know, a drive through or seeing
16 the beat officers on the street walking means a lot,
17 and whenever that situation takes place, particularly
18 in our district, the response for people has been
19 very, very immediate, very, very positive. And those
20 are the kinds of things that I think that officers
21 have to be aware of. And we have town meetings, for
22 example, having the police presence there at a
23 meeting so that people can understand what's going on

1 in terms of how they do their job is very important.
2 Having that dialogue between officers and
3 constituents outside of the immediate situation where
4 there's a crisis. To be able to sit down and talk
5 just in a normal, non-aggressive fashion is very
6 important. And when officers come on the scene the
7 way they respond to people is also very critical.
8 The kinds of calls I get about officers, you know,
9 being rude to citizens and not taking their problem
10 seriously, and basically having an attitude about the
11 fact that even had to come deal with such a picayune
12 situation such as somebody playing their boom box
13 very loud. Those kinds of day to day situations that
14 I have to deal with as an elected official, and those
15 are the ones I have to respond to. Trying to get
16 people to understand officers have priority calls and
17 they really don't want to hear it. Their priority
18 call is getting that boom box turned down and not
19 have it disturb their quality of life situation.

20 So, those are the kinds of things that
21 I think generally all municipalities have to deal
22 with. And in my discussions with African-American
23 officers, I find that those are the kinds of things

1 that they're concerned about, too.

2 Then there's that disparity that seems
3 to be talked about as far as the placement of
4 officers in various districts. A lot of the problems
5 that seem to be going on at certain points in time
6 are concentrated in the central city. And I've
7 always been an advocate of having police officers
8 that reflect the community in the community. I think
9 that it's very critical that a lot of the police
10 officer that have come into the force over the last
11 five or ten years are from our community. And I
12 think that that's real positive by the Department to
13 continue to build the minority representation. And I
14 think that needs to be expanded throughout the entire
15 central city because I think that obviously if you
16 were talking to somebody that you might know from the
17 past, it makes it a lot easier to diffuse a tense
18 situation; particularly in domestic violence
19 situations. And I think that that kind of placement
20 has to be continued. And on the same point, some of
21 the problems that the African-American police
22 officers are having in terms of just dealing with
23 being black and blue at that time are very critical.

1 I think your Commission also needs to deal with that
2 because we've had a couple of meetings with officers
3 about those kinds of concerns and those meetings have
4 brought a lot of information to us that we weren't
5 privy to. And there are always those kinds of
6 situations going on in various communities. And I
7 would hope that the Commission will talk to some of
8 the African-American officers if they have the
9 opportunity to do so and hear their concerns.

10 CHAIRPERSON SHANKMAN: I have a couple of
11 questions. To start with, and this one I think
12 anyone who has information for me could answer this.
13 I am not quite sure if you think that the problems
14 with response time and with the quality of life
15 issues can be solved within the present structure of
16 the Milwaukee Police Department or you need a large
17 number of extra officers? The statistics you gave us
18 about the current situation of the full shift
19 deployment seems to me to indicate that the, what are
20 classified as lower priority items are not going to
21 be able to be responded to any time soon unless
22 there's more officers. But, I just want to follow
23 that up with a question about, is there any

1 connection between the ignoring the lower priority
2 items and the increased problem of higher crime? My
3 vague memory of criminology research leads me to
4 believe that I learned somewhere that more serious
5 crime grows from lesser crime, and as lower priority
6 items are ignored, that tends to escalate the
7 situations. So could you, any of you?

8 MR. WARD: Absolutely. I used to patrol
9 the east side. We had a block there that was worse
10 than any inner city area in this city. Why, because
11 it started out small, it happened to be a lot of
12 rental properties, but I evolved to the point where
13 there was drug dealings, runaways, prostitutes,
14 teenage prostitutes, underage people shooting back
15 and forth across from houses and a number of other
16 things going on. And basically it was because there
17 was not enough response to the needs that happened
18 there prior; smaller types of incidents that were
19 just left to fester and develop into major problems.
20 What they did in that particular case, they assigned
21 several officers and their sole duty was to patrol
22 that block every ten minutes. I was one of the
23 officers. And when I was given the assignment, I

1 kind of laughed about it. I said, what are we going
2 to do about this situation? I don't think we're
3 going to make much impact. It was totally out of
4 control. But I was wrong. By constantly patrolling
5 and by constantly taking action, we were able to get
6 the people that were doing the shooting, got them to
7 move. We were able to arrest, we weren't able to
8 arrest them, we were able to get them to move. The
9 person was on parole from another state, he went back
10 to that state. We got the drug dealers to leave. We
11 got the runaways back home or at least where they can
12 get some help with their particular problems. By the
13 time we were able to take care of all of those
14 situations, we would drive down the block and we'd
15 get a standing ovation. People would clap because
16 their neighborhood had been returned to them. So it
17 can be done. It's labor intensive, though. For a
18 lot of these problems that you mentioned about a lot
19 of noise, things like that, they tend to peak in the
20 summer time. And I think that if we can't hire
21 additional officers, certainly we might be able to
22 find some monies to at least have enough officers
23 available when these peaks and valleys that I talk

1 about occurred. If we know there's going to be a
2 peak, I would think that proactive management can say
3 we can anticipate a large number of calls today
4 because it's 95 degrees outside, summertime, and
5 there's going to be some problems, we need to have
6 additional officers available to handle some of these
7 types of calls. The loud noise complaints,
8 specifically on summer nights, are just there's a
9 large number of them.

10 MS. MC FADDEN: It also seems to me that you
11 cannot address community policing without looking at
12 the lack of response time because, as
13 African-American people, they're going to support you
14 if you have a relationship with them. The
15 relationship is established based upon, are you going
16 to do something for me? If I call you and I have a
17 complaint, how are you going to deal with my
18 complaint? If you don't deal with it, and you need
19 my support, you're not going to get it. So, I think
20 the two go hand in hand. I hope the Department will
21 look at that.

22 MR. STOJKOVIC: I also want to add, maybe
23 throw the monkey wrench into the whole process. I

1 showed that response time research indicates that
2 getting there is not the problem, the problem is
3 people call us too late. And response time research
4 indicates that when you have a crime and you've got
5 minutes, where minutes are greatly, very, very
6 important, particularly in serious kinds of crimes,
7 people have to call us right away. What our research
8 indicates is a lot of people, when they do call us,
9 they call us way too late. And I want to underscore
10 that with the fact that if you have more police
11 officers in the community, the presumption is that
12 you will hopefully be safer. The evidence doesn't
13 support that, but the evidence does support that you
14 have perceptions of fear among people, and this is to
15 highlight what the Alderman is saying. People like
16 to see police officers rolling around. They may not
17 feel -- they may feel safer, in reality it may not be
18 any safer. But, it's a perceptual kind of problem.
19 So, when you talk about research and it's examination
20 of this, we have a lot of studies that have been done
21 and not only in Milwaukee -- I'm not sure about
22 Milwaukee, but nationally, that getting there is not
23 necessarily the problem, it's getting there in an

1 appropriate time, and those two site to that point.

2 CHAIRPERSON SHANKMAN: Can't there, Alderman
3 Gordon have said people are made to feel foolish for
4 calling the police perhaps earlier like they're
5 bothering the police and there are more important
6 duties or something like that, now that's anecdotal
7 evidence, but that could lead to a reluctance to call
8 until a situation escalates to a point where you feel
9 like --

10 MR. GORDON: The anecdotal evidence that I
11 think exists for everybody doesn't have the kind of
12 priority that it should. And, for example, I've got
13 anecdotal evidence. A neighbor of mine had his car
14 stolen as he watched, and he called the police. It
15 took them 45 minutes to get there after he had
16 called, you know. Now that I'm the Alderman for the
17 neighborhood or for the area, if there's something
18 that happens, they run right across the street to
19 tell me about it, particularly after they've already
20 made the call. And I think that it depends, to a
21 major degree, on the kind of offense that's taking
22 place. If you call behind the serious offense, the
23 police will be there within minutes, that's true,

1 that's absolutely correct. All the research deals
2 with that. A stolen car or an attempted stolen car
3 or something of that nature, it goes down the line.
4 But the frustration on the part of the caller,
5 obviously the person who is being affected by it is
6 not abated. And like someone had mentioned about
7 gunshots going off, as we were talking about earlier,
8 now that the summer is about to come, spring is here,
9 those kinds of situations will become quite troubling
10 and it's hard to deal with those kinds of situations.
11 You don't know where the gunshots are coming from,
12 you know they're coming from two or three blocks
13 away. But unless that person who is in the immediate
14 vicinity and makes the call, it's hard for anyone to
15 respond to.

16 MR. SQUIRES: A couple of quick comments,
17 questions. First, Mr. Gordon, I wish I was as
18 effective when I take the time to prepare as you were
19 when you didn't have the opportunity to prepare. In
20 response to a comment you just made, Stan, it seems
21 to me, get more people on the street, reduce the
22 fears of crime, even though it doesn't increase the
23 incidents of problems, it still is doing something to

1 improve the quality of life in the community. But,
2 my question goes to something you said, Mr. Ward, you
3 said there was a problem throughout the city in
4 responding to calls which is connected, obviously, to
5 limited resources. But say the problem was
6 particularly severe in the inner city, do you have
7 any thoughts on how that particular
8 disproportionality could be addressed?

9 MR. WARD: Well, they are addressing it in
10 some ways. They're assigning additional officers on
11 a kind of an as needed basis to patrol and they've
12 started that within the last week, in fact, to have
13 additional officers, like in District 3 to help take
14 some of those calls that come in, to reduce the back
15 log of calls. So they made that specific response to
16 District 3. In a number of other neighborhoods where
17 the crisis, if you will, is not quite so great, the
18 response is not that good. I live, like I mentioned,
19 my neighborhood on the far southwest side, many
20 nights we have no squads in our area at all, no
21 assigned squad, because it's been taken out of the
22 area and that's just -- no citizen in the City of
23 Milwaukee should have to have that kind of fear that

1 if something did happen that it would be a long time
2 getting response to their concerns.

3 MR. EASTMAN: I have a couple of questions
4 and a couple of comments. I heard the issue, as you
5 mentioned, attitudinal problems when responding to --
6 when the police department responding to some of
7 these areas because of the prioritizing of the calls.
8 And then another thing I want to interject is if
9 you're not going to respond to calls that are
10 nuisances and then going back to police Chief Arreola
11 said homicides are a reverse of loved ones killing
12 each other. Well, if it's a hot summer day or
13 whatever, if you're not going to respond to a
14 priority 1 or 2 call, this could lead, and this goes
15 on to prevention as well in community contact and
16 networking. So don't you see the need to, and to
17 record these kinds of things for research studies,
18 how many calls that would have been placed about the
19 attitude of the community was okay, they will
20 respond. If my neighbors are arguing and maybe
21 punching it out and they don't -- and have this on
22 record to look at later, the Dahmer incident that was
23 the same case, the police went there I don't know

1 what the time issue is I'll look at that later, a
2 half hour or so because they thought it was a
3 domestic situation. Put this together for me in your
4 words, isn't it worth it to save lives and to reduce
5 the homicide rate?

6 MR. STOJKOVIC: Clearly it's the reality is
7 the criminal justice system, as expressed through the
8 police, has minimal impact on the homicide. A factor
9 associated with homicides is something well beyond
10 criminal justice. Criminal justice is in the
11 reactive defense kind of posture that really cannot
12 address the issues related to homicides. The reality
13 of what happened in Milwaukee, there were clear to
14 80,000 index crimes. Of those 80,000 index, they
15 were about 160 or 170 homicides, and I don't mean to
16 down play the importance of homicides, homicides that
17 relatively rare event, we should try to do everything
18 we can do to prevent homicides and prevention is a
19 big aspect associated, and the police can do
20 something about that. But to expect the police to
21 have a significant impact on homicides, I think, is
22 misleading and is an unrealistic expectation when
23 homicide -- when you look at homicides, a correlation

1 of homicides. And Department of Justice in Madison
2 has an interesting 30 year study of homicides that
3 they just put out has the correlation of homicides
4 have very little to do with what law enforcement can
5 do to stop it. Law enforcement cannot stop
6 homicides, in my opinion, nor can they stop people
7 like Dahmer. Now, they can respond appropriately.

8 MR. EASTMAN: That's the issue.

9 MR. STOJKOVIC: They can respond
10 appropriately. That's a different question than
11 saying they can have an impact on homicide or many of
12 the serious crimes. I don't mean to be the purveyor
13 of bad news here, but I think you need to understand
14 the reality of what's happening. Milwaukee is the
15 16th largest city in the nation, but it gets about
16 4th or 5th largest number of calls for service. We
17 don't have a problem with people calling us, they
18 call us, and they call us a lot. And this question,
19 I think, and a good way to understand -- is one way
20 to understand it is within the context of scarce
21 resources, what's the appropriate way to respond?
22 Are they responding, given their resources, their
23 numbers, appropriately? Is it reasonable to expect,

1 and I would like the Commission to be reasonable in
2 it's assessment of what's an appropriate response by
3 the Department.

4 MR. EASTMAN: I have one follow up
5 question. What was the date that you were approached
6 and hired by the police chief to look into these
7 things you mentioned?

8 MR. STOJKOVIC: I was not hired by the
9 police chief, I approached him about 4 months ago.
10 He had told me that he was very interested in
11 pursuing it. We had preliminary discussions with
12 other internal personnel where the records are
13 housed. He now is in the process of looking at the
14 complaints for his own satisfaction and in a little
15 bit more systematic way, and then he wants us to come
16 in and help him analyze.

17 MR. EASTMAN: The 94 percent time committed
18 of the police, what level of response is that? I
19 heard that, I think I heard that earlier?

20 MR. WARD: I mentioned that that's in
21 context. The date was July 12th, 1991 and it's in
22 the context of the number of hours of patrol time
23 available, and of that patrol time available, 94

1 percent of that time is committed to answering calls.
2 It's very little other time to patrol neighborhoods,
3 respond to other types of less serious type calls.

4 MR. EASTMAN: 94 percent?

5 MR. WARD: 94 percent of the available
6 number of hours of police patrol service in this
7 community, at the present time, 94 percent of those
8 hours was committed to answering those high priority
9 calls, and the suggested amount is 75 percent. So,
10 we're way over the suggested amount of commitment to
11 answering any priority calls.

12 What that does, it means that officers
13 are going from call to call to call and they have
14 very little time -- their assigned area, and they
15 have very little time to patrol their area and to
16 look for problems in their area where juveniles are
17 gathering. Usually there are certain hot spots that
18 develop in every squad's area where you know you're
19 going to be to a certain block at least two or three
20 times a night because of the problems there. And if
21 the officers have the flexibility of having time
22 available, they can go by that neighborhood
23 repeatedly and check and see what the problem is

1 before it gets to the point where it becomes total
2 nuisance to the community and they're precluded when
3 they have the committment of 94 percent of their
4 time. They just don't have the time to do that right
5 now.

6 MR. TORRES: Mr. Ward, don't you think we
7 are always busy in dealing with the critical --

8 MR. WARD: Too busy. They don't have the
9 time to deal with the minor problems, then all those
10 minor problems are becoming bigger problems, and we
11 let them become major problems before we do anything.

12 MR. MINHAS: Is there any study -- my
13 question, is there any study that denoting the minor
14 problem that results in more major problems as the
15 formation of the gangs and the gang activity?
16 Because if I'm an individual and someone is annoying
17 me and I seek help and help is not coming, the only
18 other way is I associate to more people and put a
19 defense and then that defense is large enough, then I
20 buy the gun and then I kill someone and then the
21 police is there. Why can't we just have some study
22 linking these things and then go back to what Ward
23 was saying, ten years ago, they started attending to

1 everything, and don't let this happen and decrease
2 the number of high priority calls and deal with the
3 low priority calls.

4 MR. STOJKOVIC: Clearly what you're
5 suggesting is a premise of community policing, the
6 premise of community policing. Community policing is
7 not new, it has a lot of definitional problems. It
8 has a lot of evaluation problems, but advocates of
9 community policing have suggested early on that if
10 you had "broken down" to enlighten to further
11 de-escalation of the community causes a lot of other
12 trouble down towards that to initiate a kind of
13 response. But the research evidence doesn't
14 necessarily support that. I'm not aware of any
15 evidence that would suggest an escalation hypothesis
16 in most cases, but it really needs to be understood
17 in a larger context; yes, sir, the police can get out
18 there and they can work with other agencies. But
19 it's just not the police, you have to look at the
20 families, you have to look at the school system, you
21 have to look at larger kinds of socioeconomic
22 questions about the job market. These are all
23 interrelated and they all correlate to the problems

1 associated with the police.

2 The unfortunate reality is the police
3 are the visible people out there who are expected to
4 address the concern, and they should be expected in a
5 reasonable fashion. So, we need a little bit more
6 research on this to really give you a definitive
7 answer. It has a lot of intuitive appeal. Clearly,
8 community policing is trying to address that concern
9 in an appropriate, defined way.

10 MS. KIRAM: I'd like to add some comments
11 and ask a question. First I'm from the Sherman Park
12 neighborhood and I'm involved in the community of
13 community policing. And this community, as far as
14 the politicians are concerned, and even the police
15 source says a lot or gives a lot of lip service to
16 community-oriented policing. But there is no support
17 for it. If the police were where they were supposed
18 to be, these types of community-assisted policing
19 would not exist. All the people are doing are what
20 we are trying to do is tell the police that there's
21 four more eyes looking at our neighborhood so that we
22 can tell you that there's something going on. There
23 are more and more areas in this community doing it,

1 and the question is, why then if there was no need,
2 then it would not be there. That's one issue. The
3 next is that the issue of the former chief of police
4 or where the problems in Milwaukee when Henry Bryer
5 was the chief are not the same as Chief Arreola is
6 facing right now. When Bryer was the chief of
7 police, the drug issues are not the same as it is
8 now. Kids were not bringing guns to school at the
9 ages they are bringing guns to school. The chief has
10 been here for 3 years. I think saying that he is
11 doing something or that the changes are different
12 than it was 12 years ago is not facing to the issues
13 that the citizens of Milwaukee is facing at this
14 time. Everybody is saying there's a problem, then
15 the question is what are we doing specifically now to
16 face these problems? We all say that the issues and
17 the problems are in the inner city. That if we know
18 that, what, indeed, are we doing or what are the
19 politicians or the citizens of this city doing? This
20 Commission is asking that same question, and all
21 we're getting is the statistics. That's not what we
22 want to know. We want to know what, indeed, are the
23 specific programs like, sure the number of minority

1 policemen are increasing or having increased the last
2 few years, but we want to know exactly how many
3 policemen were there before that were not minority,
4 and how many are there now. It might increase one
5 hundred percent because there was only one minority
6 policeman before and now there are two. What we are
7 interested in knowing is the issues that are facing
8 this community and what are we doing or what can we
9 as community people do to help because I know that in
10 Sherman Park we're trying to resolve some of the
11 issues and we're not getting that support.

12 MR. GORDON: Let me respond to that in
13 terms of what has been done since I've been in
14 office. There have been more police employed as part
15 of the budget process in terms of putting more police
16 officer out on the street, that's been allocated.
17 Now, where they go is up to the Department, of
18 course. Secondly, as far as the community oriented
19 policing aspect of things, there are sub stations in
20 the Sherman Park area, one is on 45th and Burley, one
21 is on 34th and Minneke. That's taken place within
22 the last year. And they provide service to those
23 areas. Thirdly, the concept of the neighborhood

1 watch program, which I'm sure you're involved in, is
2 something that has been in existence now for a couple
3 of years in the Sherman Park area. That now has
4 started to spread to other parts of communities,
5 other parts of the city. That's a very effective
6 tool as far as getting citizens -- part of the
7 problem in terms of the perception, the heinous
8 crimes are always spotlighted and dealt with by the
9 media and by community groups and things of that
10 nature. But the day to day kinds of things that are
11 being done by neighbors in terms of walk patrols and
12 setting up block clubs. Block clubs, for example,
13 the Police Department have been very instrumental in
14 helping neighborhoods develop block watch, block club
15 organizations. And that's a integral part of this
16 community policing context that's been discussed.

17 So there has been some things that have
18 taken place that can be pointed to, at least from my
19 perspective, since I've been in office, and I've seen
20 some incremental development in terms of that.
21 Obviously, there needs to be more, and I think there
22 will be more, as long as we have this kind of
23 dialogue and we can report to you in terms of the

1 kinds of things that you know I've seen and that
2 we've seen done. I agree with you there are all
3 kinds of numbers. I get stats from the Police
4 Department on a regular basis and they're really nice
5 looking and they can be used for these kinds of
6 forums, but when I get a call from a constituent
7 about a particular problem that may not show up on
8 the stat sheet, and I think what we're trying to do
9 in terms of putting these things into action, at
10 least over the year that I've been in office, it's a
11 good start. And I think that as long as we can
12 continue to have this kind of dialogue and make it
13 inclusive, for example, to hear from Officer Ward and
14 to hear from other officers in the League of Martin
15 will be very, very instrumental, I think, for the
16 Commission to deal in terms with some of the day to
17 day kinds of things that belies statistics, and I
18 think that's something you've got.

19 MS. MC FADDEN: Mr. Ward, you indicated
20 between 25 and 30 officers are leaving the force on a
21 monthly basis?

22 MR. WARD: Up to that number have left in a
23 monthly period, yes.

1 MS. MC FADDEN: What are the reasons for
2 their leaving, and of those that are leaving, what is
3 the racial breakdown?

4 MR. WARD: The major -- majority of people
5 are leaving for retirement purposes. The next
6 largest number of people are leaving for other
7 employment, either other police departments, fire
8 department or some other type of employment, and the
9 smallest number are for disciplinary reasons;
10 termination from employment.

11 MS. MC FADDEN: And of those that are
12 leaving, what is the racial breakdown?

13 MR. WARD: I don't know. I just by on
14 retirements, majority of the people of retirement age
15 on the police department are white males.

16 MR. MC FADDEN: But when you talk about a
17 23 percent increase in the minority officers and then
18 if you look at those that are leaving, then that
19 percentage is really not 23 percent, is it?

20 MR. WARD: Okay, I see what, we've
21 discussed this before. If the percentage is 23
22 percent, but you have people leaving, it's not really
23 23 percent, I would agree with that, and that's the

1 reason for the constant recruitment to make up for
2 those numbers to get it up to the 23 percent level.
3 What needs to be done is better retention of people
4 that come on the job. This is a very difficult job.
5 I was just reading an article yesterday that suggests
6 that for every one police officer hired, they
7 interview approximately a hundred people for every
8 one officer that they test, and for various reasons
9 only one out of a hundred meets most of the
10 qualifications needed to become a police officer. So
11 it's a very difficult job, not only to be employed in
12 the job to start with, but also once you're employed.
13 You're talking about shifts that are 24 hours a day,
14 7 days a week. We work holidays, weekends, a lot of
15 splits when you first come on. There's a lot of
16 things that are unattractive about being a police
17 officer and many young officers come on and when they
18 find out some of the things that are negative about
19 the police officer, that's not even counting the work
20 itself, let's say working in various types of things
21 that happen on the street; it's the drug problems and
22 shootings and the other things that happen that have
23 a direct impact on the young officer, a lot of

1 officers do leave. And I think the chief did respond
2 to that a little bit where he indicated that there
3 needs to be a better effort made to explain some of
4 the things that will happen to officers out there.

5 We do have a police officer support
6 team that's making some attempts to do that, but we
7 need to expand upon that to retain the people that we
8 do find that are qualified on the job.

9 MS. MC FADDEN: My whole concern is that
10 when we are given statistics, we were given a high
11 number, but we are not looking at that same number as
12 being reduced for other reasons. The statistic looks
13 good at times, okay.

14 MR. WARD: It has improved, it needs to
15 improve more.

16 MS. KIRAN: What role do you play in the
17 Milwaukee Police Association relative to the other
18 law enforcement agencies in Milwaukee? You answered
19 you're not a police officer per se.

20 MR. WARD: We're a union. We represent
21 rank and file police officers, uniform police
22 officers and the detectives primarily are the
23 officers that we represent. We negotiate the labor

1 agreement for them.

2 MS. KIRAM: You have to be a police officer
3 also to be--

4 MR. WARD: Yes, to be a member of the
5 Milwaukee Police Association, yes. And just a brief
6 follow up. You mentioned some of the things, just as
7 an example to get money for the neighborhood watch
8 that you have in Sherman Park, there was a political
9 discussion in City Hall. One of my jobs is to
10 represent the association at City Hall and there was
11 a disagreement on how to divide up the money. Yes we
12 are one of the parties that was involved in that,
13 that though that your program and we had another
14 program on the east side was worthwhile, and we used
15 what resources we had to generate to lobby, if you
16 will, to get support for that program so that it
17 would be funded. That's just one of the things I do.

18 MS. EULER: You expressed in retiring, what
19 type of motivation do you have for those officers
20 that were hired to stay there, and is there a
21 promotability, are they being promoted at that time
22 same rate?

23 MR. WARD: There's upwards mobility,

1 however in law enforcement, the upward mobility for
2 all officers is not great. The likelihood that
3 you're going to be promoted is a lot less than most
4 officers think. Majority of officers are going to
5 wind up retiring from the Milwaukee Police Department
6 as police officers. So, if you come on with that
7 realization, you have to be content with yourself as
8 a uniformed police officer. You have to be able to
9 rationalize to yourself that I may spend 25 years as
10 a uniformed police officer on the Police Department.
11 Now, can I still do a good job being a uniformed
12 patrol officer versus being the Chief of Police? I
13 think we need more uniformed patrol officers
14 personally, they're the people that deal with the
15 public on a one on one basis. Those are the people
16 that the public sees out there everyday. They may
17 not set policy, they may not be involved in those
18 kinds of decisions and judgments, but I think they
19 serve a very, very important role within the Police
20 Department, in fact, without uniformed Police
21 Department and detectives, we wouldn't have a police
22 department. The other people involved are basically
23 support staff.

1 MS. EULER: What type of promotions are
2 there within the people on the street?

3 MR. WARD: The initial promotions will be
4 two. You will take an exam for sergeant or exam for
5 Sergeant or detective. Those would be the two. Now,
6 some other specialized type assignments. You might
7 want to be a police alarm operator, which is a
8 dispatcher, but that has been temporary at least kind
9 of closed or set back because of the Chief's
10 reluctance to promote some people into those
11 positions. There's some other technical positions
12 like maybe becoming a fingerprint expert or something
13 along those lines, but primarily the largest number
14 of promotional opportunities will be for sergeant and
15 detective as a first step promotion and you need to
16 know also just piggyback on that, the average patrol
17 officer in the City of Milwaukee will spend on nights
18 17 or 18 years before they get off of nights, on
19 average. So, they're going to be on nights most of
20 their career, if they last a 25, 30 year career, and
21 if they get promoted, they start back at the bottom
22 of the barrel. So, you're talking about, you know a
23 long period of night work, and that's our

1 expectation, that needs to be transmitted to people
2 who come to the Department. Are you aware of this
3 fact? This is the reality, given our current numbers
4 and the current personnel we have.

5 MR. TORRES: Is that also the most time
6 crime occurs?

7 MR. STAN: Yes, most of the distribution, I
8 believe the crime people are distribution tends to be
9 highlighted pre evening, dusk hours, later at night,
10 not early in the morning. Night time and weekend
11 tends to have, if you look at it over a week period,
12 tends to be a disproportionate of arrests.

13 MS. EULER: Is there a large number of
14 police retiring or minority police retiring at the 20
15 year, you hear they never reach there.

16 MR. WARD: The majority of retirement now
17 are white males because of the fact that the
18 recruiting has only been intensified basically the
19 last 5 or 6 years and you need 25 years on and age 52
20 to retire. So the pool of people of minorities that
21 would be eligible to retire is very small. There are
22 some because there's a number of minorities been on
23 the Department 25, 35 years, but there's not large

1 numbers right now, and the same would hold true for
2 female police officers.

3 CHAIRPERSON SHANKMAN: Just to follow up.
4 We are cutting into our lunch time with every word we
5 speak, but I would like to ask the question, just
6 briefly, has there been any studies, any kind of exit
7 interview type studies in terms of looking at
8 returning to find out why people are leaving for
9 reasons other than retirement and if there's a
10 disproportionate number of minorities leaving as
11 opposed to white officers?

12 MR. STOJKOVIC: I'm not aware of any
13 studies done in Milwaukee, maybe Mr. Ward?

14 MR. WARD: The Fire and Police Commission
15 was doing exit interviews.

16 MR. PADAWAY: We do exit interviews is the
17 problem we have we can't mandate somebody who is no
18 longer with the Department to complete the form, so
19 it's not complete because most do not complete the
20 form. We do that as a matter of course. We try and
21 ascertain that, but it's not really valid because
22 people don't complete it, of course.

23 CHAIRPERSON SHANKMAN: From your view, you

1 know just basic eye balling it, do you think that
2 there's a difference, racial difference?

3 MR. PADAWAY: I have the statistics here
4 for the last and I've give them to you. I can share
5 with you ten year history for 1992, 4 black men
6 separated, 3 were dismissed and 2 retired; 9 white
7 women resigned, none were dismissed and none retired.
8 21 white men resigned, 3 were dismissed and 45
9 retired. Now, that's 1992 statistics. 1991, 2 black
10 men resigned, 1 was dismissed and 3 retired, 1
11 hispanic male resigned, none were dismissed, and none
12 retired. 8 white women resigned, 2 were dismissed
13 and 1 retired. Three hispanic women resigned, none
14 were dismissed, and none retired. 12 white men
15 resigned, 2 were dismissed and 46 retired. So that
16 gives you a sense of the pattern. I have this for
17 the ten years from '82 to '92, and I will -- I was
18 prepared to answer that question if you had presented
19 the question. There's an interesting correlation in
20 '89 and '90 we had a substantial number of white men
21 retiring 92 and '89, and 96 in '90, but then it
22 dropped down by 50 percent in '91 and '92. I don't
23 know where we may have seen 30 in one month, that's a

1 very rare occurrence because the statistics don't
2 bear out that kind of rate of retirement.

3 MR. WARD: It's using the January of this
4 year.

5 MR. PADAWAY: We might have had 30 go in
6 January of this year, but --

7 MR. WARD: It's not just retirements, that
8 was the total retirements, dismissals and separations
9 totaled together.

10 MR. PADAWAY: All I'm saying is our
11 statistics don't bear out a rate of 30 per month.

12 CHAIRPERSON SHANKMAN: I believe you stated
13 that was not necessarily a normal rate, but that
14 was--

15 MS. EULER: Is that information contained
16 in the report you're leaving with us?

17 MR. PADAWAY: I will provide it to you. I
18 have that inform. I will submit it.

19 CHAIRPERSON SHANKMAN: We will reconvene at
20 1:30, thank you very much.

21 (The meeting was recessed for lunch at 12:45 p.m.)

22 CHAIRPERSON SHANKMAN: I would like to ask
23 our if our afternoon panelist if they would step

1 forward. Just to -- I don't know if any of you
2 gentlemen were here for any of the earlier sessions.
3 Let's kind of recap our procedure. What we'd like to
4 do is hear from all of the panelists and then we will
5 have questions in order to enable us to have time to
6 get everyone's questions in. We would ask that if at
7 all possible you keep your initial presentation down
8 to about between ten to fifteen minutes. We're happy
9 to take additional materials or information. If you
10 have prepared statements, we will take that and that
11 will become part of the record. But we might as well
12 get started in the way that the agenda is written
13 with Alderman Butler as the first speaker, if that's
14 acceptable to you?

15 ALDERMAN BUTLER

16 I assure you I won't use ten minutes of
17 your time. I'm a Milwaukee Police Officer on leave
18 of absence. I've been with the Milwaukee Police
19 Department for the past 27 years. Last year I ran
20 for Alderman on the 10th Aldermanic district and I
21 have been an Alderman ever since then. I have gone
22 through, of course, with 27 years on the Police
23 Department, I've gone through the Bryer era and to

1 the Arrecla era, the Zelmer era and I say that for a
2 reason because I felt that Zelmer ran the Department
3 when Sarnick was the Chief.

4 I was asked by the gentleman that came
5 to my office last month if there was racism on the
6 Police Department. There was in 1966. And it's just
7 as prevalent today as it was then, as far as I'm
8 concerned. So, I'm open for any questions.

9 There are some officers here that if
10 you listen to them they'll tell you the truth.

11 GEORGE PALERMO

12 I am George Palermo. I'm a physician
13 surgeon specializing in psychiatry since 1962. At
14 the present time, I'm -- I won't go into my past, it
15 will be too long of my presentation time. I'm a
16 Clinical Professor of Psychiatry and Neurology at the
17 Medical College of Wisconsin, and mostly a Professor
18 of Criminology at Marquette University, Professor of
19 Society of Medicine at Loyola University of Chicago.
20 My job at the present time for the past 5 years being
21 as a senior psychiatrist with the Milwaukee Mental
22 Health Conference and the Forensic Unit in Milwaukee,
23 that is located in the Safety Building. My job is

1 usually to examine defendants and examination for
2 competency to stand trial. I do some private work as
3 far as examination for, in order to determine
4 insanity defense for people. I teach at the Medical
5 College, I teach at Marquette. I'm a consultant for
6 the Veteran's Hospital, and I'm consultant for the
7 DePaul Hospital in Milwaukee. I'm pretty much
8 involved, I would say, with what could be life in the
9 jail and in the prisons in Milwaukee and Wisconsin.
10 I have a lot of friends amongst the people that are
11 involved in this kind of system. If I can be of some
12 help with some of my observation, not only limited to
13 the jail system, but also what to do about our
14 problems in our community, I would be very glad to
15 contribute.

16 WILLIAM ROGERS

17 Hi, I'm William Rogers, I'm a former
18 police officer as well from the City of New York. I
19 served under Mayor John Lindsay for a very short time
20 on the Abraham Beam. I worked as a patrol man as
21 well as I worked a very short time in the plain
22 clothes division of the New York City Police
23 Department. From there I went into probation,

1 decided to go into probation. As a probation
2 officer, senior probation officer for a number of
3 years, and then decided to seek a graduate degree in
4 history and move into the academics. All told, which
5 I've done currently, I teach at the University of
6 Wisconsin, I teach history. I teach history in civil
7 rights. I was asked to be here today because of some
8 views that I have. Currently I'm President of an
9 organization in Milwaukee called One Hundred Black
10 Men, which serves young African-American males who
11 are often at the crossroads of their life. And my
12 position has basically been that most of the problems
13 and solutions to the problems in our community that
14 we have to begin to address it from that position.
15 Communities have to band together and work on this as
16 a whole problem. I feel that we are in a drug
17 culture, what's often referred to as the New Jack
18 City culture. And what I mean by that is when drug
19 sort of permeates all of our society, they capture a
20 community and they begin to dictate life and
21 activities in that community.

22 And when that happens, I think that the
23 community then must respond itself and begin to fight

1 some of the things. An example, and I was just
2 sharing this with someone. I went to a function at a
3 church on Saturday and it was a business function and
4 there were people there who were selling beepers at
5 the booth and these beepers were being attracted to
6 young people, and they were selling psychedelic
7 covers for beepers, all in a church, a Baptist
8 Church. And when I looked at that, I said you see,
9 this is just out of hand. I think it was so subtle
10 that people weren't aware the fact of what's
11 happening. And I think that's where we are.

12 So, one of the things that I feel, and
13 as I discussed, I guess in terms of this invitation
14 of coming here was that I don't believe that we
15 should suspend basic freedoms such as search and
16 seizure, mirranda and all of things that are there,
17 but I do believe that there should be an aggressive
18 effort to attack this drug culture, which is like
19 war, and to upgrade things like covert action which
20 could possibly weed out serious problems that we're
21 having. There are people now who are afraid to, for
22 instance, they refuse now to even lock their car
23 doors. They decide, we'll just leave them open so

1 that no one will break our windows because we know
2 the cars is going to get stolen. We leave the car
3 open, let them steal it. Hopefully when they find it
4 at least the windows will be in tact. Those kinds of
5 things we're hearing. The drug dealers and those who
6 are part of that drug culture are very sophisticated
7 in their operation. They have marketing projects
8 that they do. They have recruitment drives that they
9 use, almost very much like corporate America. We've
10 got to eat at that at it's root and that's what I'm
11 proposing to the panel.

12 CHAIRPERSON SHANKMAN: I commend you on your
13 brevity. That leaves us a great deal of time for
14 questions, and you've certainly all left us great
15 many options to ask you questions. I'd like to just
16 start off by asking Alderman Butler to please expand
17 on your, what I consider to be a very provocative
18 statement that racism is just as prevalent today in
19 the Milwaukee Police Department as it was in 1962.
20 Do you mean that racism within the force or as it
21 deals with relation within the community or both?
22 And if you can just elaborate for us on that?

23 MR. BUTLER: Well, it's both, but as I'll

1 address it from within the Department because that's
2 where I seen a lot of it, and that's in terms of
3 promotions, assignments, things of that nature.
4 It's, you see people getting promoted, not on their
5 ability, but you see them getting promoted by who
6 their friends are, and it still exists today, you
7 still have the good old boy club. You have the
8 Chief, but the Chief is not really running the
9 Department. It's the same -- you still have the
10 same individuals that were on the Department when
11 Harold Bryer was Chief, and you see from assignments
12 that it doesn't, you know, you don't see anyone of
13 color being put into certain career path assignments.

14 Just since I've left there, as an
15 example, I've noticed we had a licensing sergeant
16 Jerry Seaver, who retired and then you have Sergeant
17 Dennis Vinco who came over to licensing. You have --
18 who is both being white males. You have background
19 investigating sergeant who was white, Sergeant Sear
20 is in communication. Now in the computer part of the
21 gangs crime unit, you know, Sergeant Niesler, I
22 believe his name is, is now background investigating
23 sergeant, who is white, you know. You just, you

1 don't see any movement of officers of color. They
2 put them in a position, they keep them there forever.
3 One that I can think of right off is Sergeant Lawry.
4 I think he's been in internal affairs ever since he's
5 been promoted to sergeant. To me that's not a career
6 type of assignment, you know. You learn that
7 assignment and then you move on. You get on a career
8 path. But it doesn't happen in this Department.

9 MS. KIRAM: Alderman Butler, since you've
10 been there for a long time, would you give us some
11 numbers that how many were minority police officers
12 when you first joined and how many are there now
13 because this morning we've been given statistics and
14 I have a hard time translating a person to a number.
15 But here, --

16 MR. BUTLER: Okay, in terms of numbers, I
17 don't have any figures. I'm sure that Lieutenant
18 Wells will have some of those figures for you. But
19 when I came to the Department I would say there were
20 maybe a little over a hundred black officers on the
21 Department. It wasn't much better than that when
22 Chief Arreola took over. He created a recruiting
23 unit and I was sergeant in charge of the recruiting

1 section when he created that, and we have, I believe,
2 I'm going to take a guess now, probably 300 or a
3 little less than 300 minority officers on the
4 Department, and it's still -- it's well under what it
5 should be.

6 MS. KIRAM: How many people applied for a
7 minority position and how many get hired and how many
8 stay more than 5 years; just roughly?

9 MR. BUTLER: I really can't say. I can say
10 that there are two, I believe there's two for every
11 five hired, half being minorities, 20 percent of
12 those being female, the length of time that they're
13 staying now is greater because when I came on you had
14 every obstacle in the world going against you and
15 even now you still have those obstacles where you're
16 fighting from within as well as the community
17 pressures. But there are more minority officers on
18 the Department which they draw support from, so
19 they're staying on.

20 MS. KIRAM: Are the white females included
21 in the minority count.

22 MR. BUTLER: Yes, they are.

23 MR. ZARAGOZA: This morning we also heard

1 from Mr. Padway of the Fire and Police Commission and
2 he talked about the evolving nature, if you will, of
3 both the Commission itself and of the present
4 administration suggesting to us that they're more
5 diversified now, that they've got more minority
6 representation, both on the Commission and the
7 leadership positions within the police
8 administration. Is your sense, are you seeing some
9 of this and is that translating into some qualitative
10 signs of recruitment within the Department?

11 MR. BUTLER: No.

12 MR. ZARAGOZA: A lot of motion or --

13 MR. BUTLER: No, it's not. I think it's a
14 lot of motion when Commissioner Padway talks about
15 diversification and leadership roles of minorities.
16 That's not true. There are some minorities in
17 leadership positions that are probably whiter than
18 most officers, most white officers on the Department,
19 and they aren't looking out for the minority
20 officers, they've got theirs and that's basically it.
21 They don't make waves.

22 MR. SQUIRES: It's a speculative question.
23 After the two police officers were sanctioned in the

1 Jeff Dahmer incident, there was, at least to an
2 outsider watching the newspapers, there appears there
3 was a real split. Some police officers thought that
4 their colleagues were unfairly punished, other people
5 thought that justice was done. And I guess I want to
6 know what is your sense among, the morale among
7 current police officers in the Department? Are
8 things worse than they were before? Are there real
9 splits between the police officers in terms of how
10 they view these kinds of affirmative action efforts
11 or the punishments that have been handed out? What
12 is your sense of the morale problem; the
13 collegiality of the police officers?

14 MR. BUTLER: Well, the punishments are
15 definitely unequal and it's along racial lines, just
16 as the separation. When you talk about morale
17 problems because of the Dahmer incident, that, again,
18 was a long racial lines, you know, and it was a case
19 where the MPA went to bat for these officers and I
20 firmly believe that had that been -- had those been
21 black officers they'd have been left out there to
22 dry. So, it was a split, but it was along racial
23 lines. And I'm not saying that we have all bad white

1 officers, there are a few good ones on the
2 Department.

3 MR. SQUIRES: To the extent that there are
4 divisions between black and white officers today, do
5 you think it's better or worse or about the same than
6 it has been for the last five, ten, fifteen years?

7 MR. BUTLER: If it's better, it's not much
8 better.

9 MR. MINHAS: We heard in the morning
10 session that promotion in the Police Department is
11 very -- people have to work 25, 28 years of their
12 promotion. People of color get dropped out during
13 this very long process or they get frustrated.

14 MR. BUTLER: There was a time, and I guess
15 I'm one of those individuals that you take a
16 sergeant's exam, you have to take a written exam.
17 Well, when I first come on it was, you pretty much
18 knew again when the list came out you could tell who
19 was going to be at the top of that list, and who was
20 going to be at the bottom, and it came, you know, you
21 got to a point where you figured why why even bother?
22 I remember taking a detective's exam. I passed the
23 written and I was going to -- and this was when it

1 was supposedly in the Fire and Police Commission's
2 hands, and I remember I was going deer hunting and I
3 went to the Commission and I asked them, I said,
4 listen if this is just going to be, you know, an act,
5 I can go deer hunting, I don't have to stay here for
6 this assessment. And they assured me that it
7 wouldn't be, you know. I went through the
8 assessment, as did other black officers, and when the
9 list came out, again you could see just, you know,
10 who was what. There was always maybe one minority up
11 near the top on the list, but that was about it.

12 MS. MC FADDEN: You said you went through
13 the assessment, what did the assessment include?

14 MS. BUTLER: They vary. You'd go down to
15 the police academy and you would go through a crime
16 scene. They would ask you certain questions about
17 the crime scene, and you would write your assessment
18 of it, and it was, then it was graded usually by
19 white officers.

20 MS. MC FADDEN: So, that component was more
21 subjective as opposed to being objective.

22 MR. BUTLER: Yes.

23 MR. MINHAS: Mr. Rogers, there are gangs in

1 the town and if we see the statistics, police has
2 done a lot of things, good things, and still the
3 crime is going up. What is it, in your opinion, is
4 going on?

5 MR. POGERS: Well, I think it's
6 multi-faceted, but one of the specific things that I
7 see is that the alternatives from that lifestyle are
8 not there, and that problem may be
9 community-oriented. I think that many of the things
10 that attract young men to do things differently.
11 Because in gangs, let's fast it, they have
12 protection, they have esteem building, they have
13 enforcement, they have respect, you know, all those
14 things are there. Outside of that, there's sort of
15 loneliness, they don't have that. So it has to be
16 some kind of attraction to bring them into something
17 new. There has to be another alternative that will
18 offer some of the same kind of benefit that,
19 personal, psychological benefits than a gang may.
20 And I think that's one of the things that's there.
21 And then the economic situations of the family. See
22 the family problem is there, too. There's basic
23 structural problems in the family situation, and so

1 there's not an enforcement, strong enforcement
2 element from the home. Because in our day, coming up
3 in the '60s, in the '50s, you had a very strict, you
4 had neighborhood involvement. If I was doing
5 something and a neighbor saw me, that would be
6 re-enforcement from the neighbor, not necessarily
7 from the parent. But we don't have that, that's
8 broken down. So I think that's part of it. So I
9 think what needs to happen, the community needs to
10 recognize more, and that's all elements; education,
11 religious elements, need to become more active
12 working together and not necessarily focus on their
13 own self well-being.

14 MR. ZARAGOZA: Mr. Rogers or Mr. Palermo,
15 this morning we heard a lot about community
16 involvement and what appears to be an efforts to
17 collaborate with communities in a partnership and
18 deal with the issues that are before us. Have any of
19 you done any objective research or evaluation of the
20 current effort and if so, what's your sense of how
21 effective these programs are or aren't?

22 MR. PALERMO: I've been interested in the
23 crime rate, not only over the United States of

1 America, but especially in Milwaukee, since I do see
2 a lot of people, so-called felons or misdemeanors
3 coming into county jail. So, I was curious, so I,
4 with some collaborators of mine, some statistics and
5 it's interesting here to realize that in the City of
6 Milwaukee during the past 25 years I started, we
7 started computing from 1965 to 1990 the murder rate.
8 The murder rate climbed about 511 percent. In other
9 words, in '65 we had 27 murders and in 1990 we had
10 165. This is tremendous, for a conservative town
11 like Milwaukee, it's a tremendous number. When you
12 go to rape, rape, which is a very common occurrence
13 and more than murder, the rape soared up to 1,712
14 percent during 25 years in the City of Milwaukee.
15 Robbery, 1,990 percent. And then we checked assaults
16 and it was 217 percent.

17 MR. ZARAGOZA: Are these compared to the
18 national level or comparable?

19 MR. PALERMO: Milwaukee grew pretty fast in
20 comparison to the other big cities in America, even
21 though, you know, it's not the first one; Washington,
22 D.C., New York, Los Angeles, are much -- they have a
23 crime rate is much higher. But, of course, every

1 situation is different. See, the reason for this
2 rise and soaring crime is still, you know, a peaceful
3 city, is obviously multi-faceted. It's not only one
4 reason, there is no doubt, lack of jobs, poor
5 economy, even though I do believe that people don't
6 have a job and who don't have too much money, they
7 really don't commit crime unless they really want to
8 do it. So the question maybe obviously
9 multi-faceted. But I'm also struck by one very
10 interesting thing that the majority of these
11 defendants that I see come from; one, a family where
12 there is no father. 98 percent, 96 percent of these
13 young men barely met their father. They lived in a
14 home where the mother was the provider of affection,
15 of care and so on, and the poor women obviously could
16 not do whatever she intended to do. They attend
17 school, but school stopped for them at the 10th, 9th,
18 maximum 11th grade. When you would go and try to
19 discuss with them very simple educational matters,
20 they did not know. So, I had the impression that
21 these people, these young people, and if you look at
22 them and they are well built and in real good shape
23 many times physically, these young people are like

1 children. They are not educated properly. They are
2 frustrated in their affection. They have not been
3 given the attention and care they needed, and not
4 only that, they've been pushed through the grade,
5 various grades in school thinking that socialization
6 might have been at the most important things which is
7 important, but not the only thing. So, they came up
8 non educated and; therefore, I'm quite sure that the
9 frustrated person who is poorly educated will find a
10 tremendous amount of difficulty in getting also a
11 job. And, of course, you know, anger, frustration,
12 anger and hostility sets in and they feel emarginated
13 (phonetic) and many times they are, I'm quite sure
14 they are, and they react, of course.

15 And an ultimate analysis, after
16 reflecting a lot about these kinds of things, I have
17 to say that a few things should change in our
18 society. First of all, I think that the welfare
19 system has motivated people to the point that instead
20 of helping them like it was the intention of doing,
21 it's really taking any kind of interest away from
22 them to the point that not only is not motivated
23 people, but has disintegrated the family.

1 Apparently, and I'm not an expert on this, but
2 apparently I realize in order for the lady of the
3 house what is called to receive the welfare benefits
4 there has to be no man in the house. So, one of the
5 requirements in the exclusion almost of this
6 particular man which should be a provider, obviously,
7 but since he doesn't provide, and he should, he's
8 much better for him to be away with all the
9 consequences that these kids are growing up without a
10 father, and then obviously the mother cannot do,
11 cannot face life with them so easy. So, I think that
12 there are certain things that should be approached,
13 tackled. And most probably instead of taking care of
14 the effects of poor management of society, I think we
15 should go to the origin, to the root of these
16 problems and that the family should be reintegrated.
17 As the professor said before, not only the family
18 should be reintegrated, but there is certain amount
19 of readjustment should come into these families of
20 ours. All of us. Don't exclude or don't include
21 anybody, but I include myself. I think that this
22 problem, this crime problem in our society, we have
23 tried to solve them so many different ways and we

1 have created so many different agencies, we have an
2 agency for anything we want. But the most important
3 agency family is not been addressed, properly taken
4 care of. I think if you come closely to that, we
5 will do something.

6 MR. SQUIRES: I'd like to respectfully
7 disagree as your response to my observation. We've
8 heard several times that these problems are
9 multi-faceted. Nobody can disagree with that. We
10 hear among the many problems are the family and I'd
11 like to suggest that to some extent we are terribly
12 confusing cause and effect. And I would like to
13 suggest that the origins and the roots are not within
14 the family, but, in fact, the family problems are
15 very much a response to the kind of stresses that are
16 placed on families when jobs are disappearing, the
17 school systems are failing, except UWM, of course,
18 where I teach as well as you. Police services may
19 not be what we like them to be, the water may not be
20 as clean as we'd like it to be. There are all kinds
21 of things going on in our social environment which
22 have created, to some extent, these problems with the
23 family. The last thing I want to suggest is that a

1 child is better off growing up in a family without
2 two parents, but to point to that as a cause, I think
3 is terrible to confuse cause and effect. And welfare
4 certainly does not, is not a solution, but again
5 there's this danger of bashing welfare recipients.
6 My understanding is the research shows that the vast
7 majority of welfare recipients, given a choice would
8 prefer to be working. They do not select welfare.
9 I'll finish in 30 seconds. That most people on
10 welfare, most single women on welfare are working,
11 they're working sometimes off the books because they
12 can't afford to have their income reported, and in
13 Milwaukee the Social Development Commission has
14 produced a series of studies to show that there are 6
15 to 12 times as many job seekers as there are jobs
16 available.

17 I don't want to deny the role of
18 individual responsibility. I'm not suggesting family
19 isn't important, but I'm afraid of some of the
20 implications that we are leading to when we point to
21 the family as the root cause of all of this.

22 MR. PALERMO: Let me say maybe you
23 misunderstood me because family is not a question of

1 individual responsibility. It's the individual, it's
2 the individual responsibility. The family is a group
3 of people who get together in order to support one
4 another; whether they face life, they face the world,
5 you know, to be together. To have a friend or two is
6 good, to have a friend who has the same, that comes
7 from the same, let's say roots than yours is even
8 better. In other words, the family is a commune, a
9 composite of several people who have something, a lot
10 in common. So the family in that sense is an
11 important structure. It's like if you take the human
12 body. The human body, you have the tissues are
13 composed of cells. If one cell doesn't function
14 well, we have cancer. A cell may go wild in our
15 society, we have cancer. We have cancer because if
16 the cell society doesn't function, you know, the many
17 families, I believe, do form a community. The
18 communities do form a social structure. It's not the
19 other way around. It's not the society from here,
20 from Washington comes down and tells us to form
21 families. We are forming the families and I think
22 that if we at personal education, a job, an integrity
23 and so on. We are going to form a good family and a

1 good community, a good society. I come from the
2 pages, not from top, and I believe that when we take
3 into consideration the welfare, I don't think that
4 I'm against welfare, don't misunderstand me, I'm in
5 favor of welfare, if properly aided. I have seen and
6 I see this everyday, most of the Defendants in the
7 county jail that I do see they are on the welfare,
8 their mothers are on welfare, their father, at times
9 they don't even know the father; poor people. The
10 father, too, on welfare and leave anyway. What have
11 we done to these people as a society? What have we
12 done? I think these are big things, these are not
13 victimized. So we have to look at these people as
14 victims of what has been done and we have to rectify
15 that, and if we don't rectify that, Dr. Squires, by
16 building the new county jail, we don't rectify
17 anything like that.

18 MR. SQUIRES: I agree.

19 MR. PALERMO: I believe we have to build
20 homes for these people. We have to approach the
21 problem at the basis; build the home, houses where
22 these people can realize a certain amount of pride
23 and then you will see that the one when they have a

1 bathroom, a kitchen, a sink where they can wash and
2 take a shower and they will feel good, and then they
3 will go out and they will be more willing to get a
4 job.

5 MR. SQUIRES: I agree.

6 MR. PALERMO: That's what I mean.

7 MR. MINHAS: You're talking about the
8 police. In other words, we are burdening the police
9 rather than reprimanding the police that they don't
10 do their work, we are creating more work for them and
11 then we go and criticizing. So, it's not the police
12 that we should correct, we should really find out
13 where the problem is and then attack that problem
14 rather than --

15 MR. PALERMO: Your inquiries are about
16 police and African-American people. I'm approaching
17 your problem from a different side. The question is
18 the police, police and the inmates are members of the
19 same society. You cannot deny that the policeman who
20 gets up in the morning and goes to work does not have
21 any problems at home like anybody else. So, we come
22 all of us from the same social milieu. Therefore, we
23 have to look at the re-interaction between the police

1 force and the inmates that I do see, and you probably
2 are aware of in a way that as we will take into
3 consideration the social climate, the economic
4 climate. Still everybody has problems, no doubt, so
5 if we approach this problem in this way properly,
6 then we are going to be more understanding of many
7 failures that we may see amongst police officers,
8 many failures and many failures we do see amongst our
9 poor inmates because we're people of the same. We
10 come from the same situations. You know nowadays
11 there is no one that is free from problems. You
12 know, there are police officers who have been using
13 cocaine. We know it's been in the newspapers many
14 times. So see even these people they become
15 aggressive, the inmates are also aggressive, that's
16 why they're there. But it's a problem involving
17 everybody, and I think if we are going to look at it
18 from a larger sociological perspective, then we are
19 willing to be more objective, but anyway--

20 MS. EULER: I think we're sort of getting
21 off the issue here, which is the protection, the
22 quality and quantity of protection in the
23 African-American community. Have you told your ideas

1 to the Police Department? We understand what you're
2 talking about, but it's not that, we need that
3 information and I think we should address the issue
4 back.

5 MR. EASTMAN: I have a question. This
6 morning when I was listening to the panels give the
7 presentations, people associated with or worked for
8 the Police Department in some capacity, what I heard
9 was, yes, the crime rates are high, they're high at a
10 national level, but, you know, I also hear a big
11 denial and it came from all the panels, all different
12 angles, they said the crime rates are high, but what
13 I heard, well, it's not our problem, it's social
14 service problem, it's everyone else's problem, and
15 we're there, we're the Police Department and we have
16 to address the problems. I would say if the crime
17 rates are high in the African-American community,
18 then it is a policing problem, and to go to the
19 family, you talked about that at length, if you're
20 equating this with family in these neighborhoods,
21 then why aren't there more black police officers at
22 all levels of the Police Department? And if Mr.
23 Rogers or if you could address that, you're part of

1 the community, if I'm correct, or if you can add
2 light to my observations? I'd like some input from
3 the other side.

4 MR. ROGERS: I think that a black police
5 officer in a black community would bring a
6 sensitivity that maybe an officer from another ethnic
7 background would not bring, that's true, that's
8 correct, and there needs to be more of that. One of
9 the things that you see is that intimidate process
10 constantly and that non verbal communication between
11 the police and young men, that happens, and that's
12 hostility on both sides and being human, you all will
13 brace and begin to protect your own image based on
14 this hostility. I've watched some non verbal
15 communication, for instance young men will do, even
16 on my block where they are, you will see a police
17 car, police would come up the street, the young men
18 will stand and watch and then they'll spit. You
19 know, that's a hostility and that's an immediate
20 problem that, you know, you've got to look at.
21 You've got to address.

22 Now, I'm a historian and I know
23 sometimes that can get academic when you're looking

1 at addressing a problem. But I think what we're
2 being asked to do, and this can be controversial and
3 we're being asked to respond to a country that has
4 been basically built off of slave labor and we're
5 being asked to respond to a country where there's
6 been years and years of oppression and things that to
7 keep the African-American community in a certain
8 pocket or certain position. That has occurred into
9 earlier part of the 20th century, the middle part of
10 the 20th century, going into the late part of the
11 20th century. We couldn't even get a civil rights
12 bill passed for political reasons. People see that,
13 I know, and there is some sort of an animus,
14 animosity built up among that that actually comes off
15 when the police interact in that community, like we
16 saw in Los Angeles. Some of the larger cities,
17 being in New York I saw that. I was there during the
18 years that the Nation of Islam would often hold their
19 rallies in Harlem and that was a bitter hostility
20 because of the things that were being said and the
21 attitude of the '60s and the civil rights movement
22 and all the killings in the south that were going on.
23 I don't think we can separate that as we begin to

1 address the problem. We cannot separate that kind of
2 a condition and that kind of a history that we are
3 going into analyzation now, it's just impossible to
4 do. And I know that's not always solution oriented
5 kind of talk, but I think that's where we have to
6 talk to you about root and that's where you have to
7 look at that first to understand why people respond
8 and act the way they do. So, therefore, going back
9 to your questioning that that's the case if there is
10 a loss until it's an inborne loss, until it's coming
11 out of years and years of history, then we need to do
12 some thinos that will make it a little bit more
13 sensitive to operate.

14 MR. EASTMAN: That's hiring more black
15 police officers.

16 MR. ROGERS: That's surely one and not only
17 that in a policy marking department of the Police
18 Department is where it needs to occur, too. See,
19 when I make a decision and I don't know this happens,
20 to so ticket a whole block today, you know, that's
21 how people look at this. I wonder if they did that
22 in white Fish Bay? I hear that when you come out and
23 every car and I know you supposed to have the

1 sticker, you know.

2 MR. EASTMAN: We hear in Osh Kosh know.

3 MR. ROGERS: So, I think in the policy
4 making area of that, when you going to talk about
5 things like drug enforcement, which I mentioned in
6 terms of the drug culture, I think if the policy
7 making level there needs to be sensitivity, too.

8 MR. PALERMO: I agree with you that there
9 should be more cultural sensitivity amongst the
10 police officers, and I would say that it would be
11 much better to train more black policemen because
12 they already come from that or minority policemen, if
13 you will, because they already come from the
14 particular cultural group, there's no doubt about it.
15 It would help, it would help. It will be very
16 useful. But here, you know, this is what is they're
17 attempting -- I shouldn't say they're attempting,
18 minority officers are attempting to do this and I'm
19 sure when Detective Wesley gets up here, he will
20 relate how the obstacles that minority officers have
21 to face in the police academy trying to get through
22 the academy just to get on the Police Department.
23 So, it's still a struggle, and that's why I would

1 personally like to see a black, every officer in my
2 community be black. You wouldn't have near as many
3 problems as you have now. If you would search the
4 records and look where you had black officers going
5 into a home and just count the number of complaints
6 against those officers versus white officers going
7 into these homes. And when you talk about putting
8 officers of color in a policy making role, there are
9 officers of color in policy making roles on the
10 Milwaukee Police Department, but they do not
11 necessarily look out for the officers that they
12 should be looking out for. You know, I said that
13 earlier, they got theirs, they don't care about
14 anyone else, and that's my feeling.

15 MR. SQUIRES: If you bring this back to the
16 issue, though, of the service provided the community,
17 it seems to me we've heard about several times is the
18 GREAT Program the DARE Program and the RAGE Program.
19 Do any of the 3 of you have any assessment of how
20 effective these things are collectively or
21 individually?

22 MR. ROGERS: It hasn't reached my
23 neighborhood. Next door, they're on drugs, they

1 haven't benefitted from that. As a matter of fact,
2 I've even tried to talk to him personally. His
3 biggest concern is getting on SSI, that's what he
4 wants to do, by being labeled a drug dealer. So
5 that's his in, and I don't remember concern.
6 Nobody's been in that block, maybe the others. I'm
7 not saying -- I just use that as an example. It's
8 where I live. So I don't, know I can't intelligently
9 say because I haven't done a survey to give some
10 statistical data. From just where I live, that
11 hasn't happened.

12 MS. MC FADDEN: As some of the schools that
13 they mentioned this morning, some of the programs are
14 in, they are really not inner city schools.

15 MR. BUTLER: The DARE Program in a lot of
16 the different schools, but addressing what, you know,
17 when you talk about working within this community, if
18 you could, officers working with a community, be it
19 one family or be it a community, a neighborhood watch
20 group, what have you, if the Department could put the
21 officers in that area, let them deal with the
22 problems that are in that area instead of pulling
23 them out and just, I mean, they say they have

1 neighborhood foot patrol, as an example, but I get a
2 lot of my complaints come from my constituents that
3 we have a neighborhood foot patrol officer, but we
4 never see him, and this is usually the case. And I
5 personally think staffing is a big problem where I
6 mean if the largest amount of the trouble is in the
7 inner city, why do we have to have 25 officers
8 assigned to the inner city, so I want 25 officers on
9 the south side where there are, the problems are
10 almost nil. But if the inner city gets it, we want
11 our share, you know, we want ours and don't take them
12 away. I think that's where a large part of the
13 problem comes from.

14 MS. EULER: I guess my question goes to Mr.
15 Ward about the mobility, and I was told the officer
16 had 20, 25 years as a plain clothes man or foot
17 officer or whatever. If you're an officer that long,
18 isn't there any cross training to say, okay, you're
19 at this point? You talk about the fingerprint
20 experts and I don't know what other areas there are,
21 but isn't there any way that you can be cross trained
22 within those 20 years to go up, over and up and over
23 and up? Isn't it -- I'm talking about upward

1 mobility.

2 MR. BUTLER: Going back to my original
3 statement that, yes, they're there.

4 MS. EULER: I don't mean those guys, I mean
5 those foot people?

6 MR. BUTLER: I'm talking about foot people.
7 We're talking about the foot patrol on the way up the
8 ladder. Yes, there's upward mobility, but the career
9 paths are generally when they start making those
10 career paths, they're white male and occasionally you
11 will get a black male or a black female or a white
12 female in one of those paths. But for the most part,
13 I can get -- when they send over transfers on the
14 Police Department, I can almost tell you who their
15 friends are, that's why they're making that move.
16 And I can also tell you those that Detective Wesley,
17 as an example, he'll never make that career path
18 because he's too vocal. He tells the truth.

19 MR. PALERMO: However, I'd like to say
20 something. I don't have the number inside knowledge
21 of this, the Milwaukee County Jail, I do see a great
22 number of black officers, police officers who are
23 capable, who have empathy, who are good and who I

1 would say well-trained and relate to the black
2 inmates quite well. At the same time, I also have to
3 say that there are many white officers that are
4 emphatic and they're relating to the inmates well and
5 the problem must come down to be a personal problem.
6 At times professional personality, some people are
7 more, let's say indifferent than others. Some
8 people, some kind of attitude of indifference. It's
9 not an easy job to work in a jail or to be an inmate,
10 you know, so there's a lot of tension going on. Some
11 of these people assume different attitudes, and the
12 one very common attitude is one of indifference.
13 They stand off, they do their job. It's not the
14 punitive type of relationship, but certainly is not
15 even a fraternal one. You know, something in
16 between, and that depends on the people.

17 MS. EULER: I guess my question is since
18 when does personality a qualification for getting a
19 job? Isn't there some type of appeal process? What
20 I understand the personnel management problem that's
21 keeping people from getting ahead, and once you do
22 get ahead, there's that same problem keeping people
23 from getting around that stumbling block there. What

1 are the appeals processes or what does the personal
2 management system say about appealing or what are the
3 rights of a police officer to appeal those decisions?

4 MR. BUTLER: There are none, there are
5 none. I guess the assignments are made and sure you
6 can request an audience with the Chief, but for the
7 part there are no appeal rights.

8 MS. EULER: You say the Chief is a
9 stumbling block. I'm talking about getting around
10 the stumbling block.

11 MR. BUTLER: In this sense I would say that
12 he's a stumbling block because when problems are
13 given to him, and I've had occasion to talk with him
14 directly and I have found that in my conversations
15 with him that, if I could relate a quick story, one
16 officer got promoted from lieutenant to captain.
17 There was a recommendation for promotion. I told the
18 Chief prior to him going to the Fire and Police
19 Commission that he was a racist. I gave him written
20 documentation of things that he had done and said
21 that were current, and I went in front of the
22 Commission and I told the Commission the same thing.
23 The Chief told me I should have told him sooner.

1 Okay, now I learn this, so I went to the Chief on
2 other things and then I was told by him well, it
3 either hadn't happened or you have to wait until this
4 is going to happen or he will say, okay I'll have it
5 looked into. And then he would have someone
6 underneath him look into it. But that's where it
7 ended.

8 MR. PALERMO: You know, if I can, I would
9 like to relate to you something that happened to me.
10 Maybe it will shed some light about what the other
11 man said. The Chief had said about 2 years ago, I
12 was -- I became interested in about the AIDS problem
13 in the county jail because, you know, inmates like
14 any other people they suffer from AIDS, and my
15 thought was that these people should be probably
16 tested and helped, at least if there are no drugs,
17 they can be helped prophylactically, of course,
18 epidemiological disorders, it would not go back to
19 their community and spread the illness. And I found
20 out that there was very difficult to obtain a
21 standard test. That that would cost, probably first
22 test for AIDS, it costs about \$10. If that test is
23 positive, then you go into another one cost about

1 \$25, \$30.

2 So I first contacted the police captain
3 who was very, very happy about, yea, doctor, why not?
4 We should do it because, you know, this is a
5 community affair and we could do some good. And then
6 after the police captain, I said listen captain, why
7 don't you talk to the chief and maybe I can talk to
8 him and see if we can just do this kind of thing. I
9 was not able to even talk to the Chief of Police.
10 And then I went to -- I wrote to Mr. Schultz. At
11 that time he was the account administrator. I
12 received a letter which was, you know, in agreement
13 with me. A month and a half later at the same time I
14 had written a letter to Mr. Fuller who, through a
15 friend of mine and he answered to me about 3 or 4
16 weeks later saying that it was a good idea and so on.
17 And then I contacted people with the county and at
18 the end even was not able to do anything.

19 And I happened to talk to a judge who
20 is dead, a black man, very nice charming individual,
21 and he listened to me and said the moment it was time
22 to pick up the phone, I'm going to call Schultz and
23 tell him right away. I said, no, Judge, don't do it,

1 otherwise I'll lose my job. And he said doctor it
2 genocide, and everything finished there. I did not
3 pursue that particular affair any more and that's
4 what the difficulty you may have within -- I'm not a
5 police officer -- within the same Department, you
6 know, for something that could benefit the inmates.
7 And let's face it, all of them. That's my negative
8 experience with the Police Department.

9 CHAIRMAN SHANKMAN: Thank you very much.
10 Our time has elapsed and our next panel is here. So,
11 I'd like to thank you all for offering your insight
12 and views and thank you very much, we appreciate the
13 information. Thank you very much.

14 Let's take a two minute break.

15 (A brief recess was taken.)

16 CHAIRMAN SHANKMAN: One of our panelists
17 has not yet made it, but I suppose she'll join us
18 later if she's able to make it. Once again, I just
19 ask that the panelist give their presentation, first
20 presentation up to ten minutes, and then we'll have
21 questions after we hear from both panels.

22 FELMERS CHENEY

23 Felmers Cheney. Let me say right

1 quick, I'm not sure whether I was supposed to do a
2 presentation. They asked me to be on the panel. I
3 don't have no problem with that.

4 CHAIRPERSON SHANKMAN: So, you don't have
5 any --

6 MR. CHENEY: I'd rather answer questions
7 and try to, then I might tell you what I think.

8 I have one other thing. My hearing is
9 not as good as it should be. If you ask me
10 something.

11 RAYMOND WAGNER

12 Hi, I'm Raymond Wagner, I'm Founder and
13 Director of Community Advocates which is an advocacy
14 agency here in Milwaukee that provides advocacy
15 services to low income and minority individuals and
16 families who run into problems with housing, shelter,
17 income, health care, utility problems, anything
18 basic. And we've been doing this work for about 17
19 years here in Milwaukee. We don't necessarily take
20 complaints about the Police Department, but we do
21 help people gain access to bureaucracies and
22 institutions. And for us the Police Department is a
23 bureaucracy and the same issues and problems that we

1 deal with, whether we're dealing with Social Security
2 Administration, or Department of Social Services or
3 the welfare system, we're dealing with the same issue
4 in terms of access. The Police Department behaves
5 like a bureaucracy, and most institutions and
6 bureaucracies in the local community as well as the
7 state and federal level have been -- are less
8 effective today than they were like when we first
9 started working, and that's because our population
10 and our environment is a lot different today than it
11 was 17 years ago.

12 So, for us, police protection really
13 comes down to a question of access to a bureacracy.
14 Low income neighborhoods, and we can translate that
15 into black neighborhoods, historically have
16 difficulty in accessing institutions and
17 bureaucracies that they need to maintain their
18 security or their housing or their income or health
19 care. And there's a number of reasons for this.
20 Educational levels of neighborhoods vary, and then
21 ones of the most important things is the educational
22 levels of people working in these various
23 bureaucracies vary. For example, in our Child

1 Protection Services in the Department of Social
2 Services, we'll have a higher educational level than
3 we will in the Income Maintenance Sections of our
4 Department of Social Services. People have more
5 difficulty accessing information in the Income
6 Maintenance Section than they do in the Child
7 Protection System. That's what I mean by you have
8 various different levels of education of the people
9 working in the various bureaucracies. We also see
10 differences in racial attitudes. And we also see
11 that telephone access where business and other
12 consumer-driven organizations see the telephones as a
13 key to access most of these bureaucracies, we don't
14 see that. We see maybe using the telephone to
15 control access at a technique. So it's a whole
16 different dynamic. Centralization of bureaucracies
17 in order to prioritize the demands placed on the
18 bureaucracy of an environment of lesser resources
19 often results in people having less access and having
20 access at a later point in time. And through most
21 bureaucracies that are in the process of self renewal
22 are trying to figure out how they can create a
23 greater access so people can get to them earlier so

1 that people can do more, more for themselves.

2 Today, access to the Police Department
3 is determined by the severity of the crisis and then
4 also by the ability on the part of the individuals in
5 the community to communicate the severity of the
6 crisis being experienced. And that to some extent
7 part of the problem that the lower educational levels
8 that a community may have, the more difficult it is
9 to access the system that has prioritized and said we
10 only respond to the most severe calls, when it's
11 dependent on the ability on the part of individuals
12 or families to communicate that severity, and a lot
13 of times that doesn't happen, and that's why the
14 tragedies take place.

15 Developing a prevention approach to
16 crime and police protection depends on people in a
17 given neighborhood having easier access to the police
18 department and people needing to get information and
19 direction in a non crisis situation. In the absence
20 of that kind of outreach, you're, in effect, telling
21 people of the community wait until you have a crisis
22 before you do anything about it.

23 In an urban environment, large

1 bureaucracies wanting to provide easy access and do
2 prevention, have to become community-based. By that
3 I mean neighborhood-based. Department of Social
4 Services is a example. About five years ago
5 developed a couple of initiatives called the 04 and
6 06. Howard Fuller, who happens to be our
7 superintendent, who was the head of human services at
8 that point in time. And these projects really were
9 an attempt to make the Department of Social Services
10 community-based. It's still in the pilot phase, but
11 that bureaucracy is at this point putting a lot of
12 thought and resources into that project.

13 MPS with Howard as head is banking it's
14 future on moving towards site-based management in the
15 schools. The Police Department, I think, has to
16 start looking at district-based management as a way
17 to come in touch with the community, in effect,
18 creating access earlier so that the Police Department
19 becomes part of the neighborhood infrastructure that,
20 in effect, helps citizens do more for themselves by
21 providing information and, in effect, you end up with
22 citizens who have more choices in a given situation.
23 If you wait until it's a crisis, you really become

1 limited in the terms of the choices that you have.

2 In effect, what I'm saying is the
3 Police Department has to develop more of a bottoms up
4 approach. We do a lot of work in developing
5 coalitions and collaborations. We staff the Shelter
6 Task Force here in Milwaukee and we also staff a
7 large coalition of about 200 organizations called the
8 Child Abuse Prevention Network. And really what
9 organizations in these collaborations have done is
10 developed a bottoms up approach. In effect saying
11 that the experience and interaction of the people
12 dealing with individuals and families, that's the
13 experience in which you develop functional
14 organization. You don't do a top down and say this
15 is the rule, this is the procedure, and have
16 everybody fit into that.

17 In order for this bureaucracy called the
18 Police Department to become well what it has to be,
19 and that's a prevention entity within the
20 neighborhood, they have to develop a collaborative
21 network with neighborhood based organization and
22 individuals. And some neighborhoods we know that
23 there's a great deal lacking in terms of

1 infrastructure, in terms of neighborhood
2 organizations. And in some neighborhoods the Police
3 Department can take the lead in developing
4 neighborhood based organizations. And also there has
5 to be an allocation of resources in such a way that
6 people do not have to feel they need a life
7 threatening situation before they can gain access to
8 those resources.

9 District-based or site-based management
10 system would be able to deal with this issue of what
11 it is an equitable distribution of resources based on
12 neighborhoods, and the needs of neighborhoods,
13 instead of doing the top down centralized
14 reallocation without really using an equitable basis.
15 That creates a feeling that certain neighborhoods are
16 better served than others. My thesis is all
17 neighborhoods need a different strategy, a different
18 approach. This community I think is ready for a new
19 way of dealing with problems. Organizations and
20 individuals are very frustrated with bureaucracy. I
21 don't care if you're talking about the Police
22 Department, you're talking about social services,
23 you're talking about MPS. There's a frustrations.

1 There's a consensus that bureaucracies developing new
2 strategies, new ways to become community-based
3 involved, and having more people in the community
4 involved in their mission as the solution.

5 Our experience in the CAT network is
6 such that I can conclude my statement by saying a
7 couple of things in terms of what organizations in
8 other arenas are doing in order to accomplish this.

9 One, there's an identification of prevention and
10 collaboration. And, in effect, by becoming more
11 collaborative, agencies and organizations are
12 creating routes of access so that people are coming
13 to them earlier and people are going away with a
14 sense that they can do more for themselves.

15 Organizations have worked on strategies to have
16 people contact them without having a "real problem",
17 you know. And so service organization, in the '80s
18 were really taught to tell people don't come to us
19 unless you have a real crisis or a real problem.
20 Today, in the '90s we're saying to individuals, you
21 have a need come, you don't have to have a problem or
22 crisis.

23 Organizations are spending more of

1 their resources in training people in terms of how to
2 educate their consumers so that they could do more
3 for themselves and have more choices. Organizations
4 are developing policies and procedures based on the
5 experience of people who deal with the people. And
6 then, finally, organizations are becoming more
7 collaborative and working with other organizations
8 that they normally don't work with. I mean, there's
9 a phrase, let's be collaborative and work with
10 organizations that we didn't even know existed last
11 year. There's an emerging consensus in Milwaukee
12 that every bureaucracy and organization has to
13 develop a neighborhood based strategy which involves
14 people having access to resources earlier and which
15 involves more collaboration with other neighborhood
16 based enterprises so that comprehensive goals for
17 education, prevention, and, yes, family support can
18 be achieved. And that's really what our CAT network
19 is about is developing a neighborhood base approach
20 to family support.

21 I know that the Police Department has a
22 staff of about 25 people involved in education,
23 prevention, and developing relationships with human

1 service and school organizations and that kind of
2 thing, unfortunately it's a specialized unit. Those
3 people are collaborative. What has to be done is
4 their mission, their enthusiasm, their collaborative
5 spirit has to be mainstreamed, it has to be brought
6 into the district so that the people who are
7 delivering the service can take on that same
8 character.

9 I didn't say anything about cultural
10 competency or affirmative action. My belief is that
11 we can do affirmative action until our faces turn
12 blue, if we don't change the way the bureaucracy
13 operates from the top down to the bottom up, cultural
14 affirmative action will not make any real significant
15 difference in terms of the community feeling a part
16 of the police strategy and the police feeling a part
17 of the community strategy. Because I know for a fact
18 that in a bureaucracy, no matter what your cultural
19 background is, you're going to lose touch unless it's
20 really a bureaucracy that believes in a bottom up
21 approach. Thank you for your time.

22 CHAIRPERSON SHANKMAN: I'd like to start off
23 by asking Mr. Chaney if he would give us his

1 thoughts. We heard this morning from Father Diulio
2 and various other people that there's been a real
3 significant change in the way in which the Milwaukee
4 Police Department interacts with the African-American
5 community, and to a lesser but probably still
6 noticeable sense, a change in the perception of
7 community members about their relationship with the
8 Police Department. And I was wondering from the
9 perspective of the NAACP, does that seem to ring true
10 to you?

11 MR. CHANEY: Maybe I'll lead off by saying,
12 you know, having been a former policeman, I probably
13 look at a lot of things different than anybody else.
14 You know, one of the things that I went through three
15 chiefs and whether you like what we have now or not,
16 it's better than what we've ever had. Now, one of
17 the things that I find that when the Department, for
18 example, does not really know up here what goes on
19 down here. There's no real way for him to know
20 unless these folks tell him the truth. Arreola
21 adopted what was left off from Bryer, and you have to
22 remember that the Bryer regime didn't really care for
23 any other thing but white people and whatnot. Black

1 folks and other, up until awhile there were no
2 spanish on the Department and so forth. Now that we
3 have the mix, we have a problem of trying to make
4 this mix all be the same thing. In other words, it
5 should be so that whether it be man, women, child,
6 black, white or green, that they all get treated the
7 same. And it's my opinion that it cannot happen
8 unless we train, and I don't mean train the
9 individual policeman particularly. I found that over
10 the years individual policemen would usually do what
11 they're led to do, regardless of their age. What we
12 have is that we need to train the supervising police
13 officers that start from sergeant on the street. If
14 the sergeant on the street does not have his head
15 screwed on right, nothing else will work, you see.
16 And we get less calls now than we used to get in
17 citizen complaints about going into the district
18 station and not being treated properly, and that's
19 because the supervisors have not been trained or told
20 or geared into the fact that either they're going to
21 do what's right or they're going to be gone. You
22 see, because I do know that in the last year or two
23 we have had people complain more of name calling and

1 being treated differently in the street. Like the
2 gentleman said, some of the people there, if they
3 have a crisis and they need a policeman, they talk
4 about a shooting someplace, police show up. If it's
5 anything else, they say they don't come. For
6 example, a stolen car may sit on the street for weeks
7 and police drive by everyday and nobody sees it. But
8 if the supervisor was doing the job he's supposed to
9 do, he'd make sure that happened. Because I know
10 that in these last years probably, policemen have
11 been busier maybe than we were, I left in '83, than
12 we were in those years. But we were just about as
13 busy, too. They went around the clock, but I found
14 in those years that if you took a policeman and told
15 him what he had to do and then told him that he was
16 going to get a fair assessment, regardless, as long
17 as he did his job, you usually got better work out of
18 him. But, we have too many buddy buddies.

19 My habit was not to associate with other
20 policemen, particularly because you do not want to
21 talk about what you did all night, you want to go to
22 know some of the other people. Policemen now do not
23 get out of the car to go into the places of business

1 to know the people; we ride. We were not lucky
2 enough in my day to have air conditioning. I'm not
3 against the air conditioning, but if you don't hear
4 nothing and don't see nothing, you can't very well do
5 a good job. And I think in order to offset that, you
6 have to get out of the car, one. They all have
7 radios now, so you got contact. Somebody's got to
8 get out of that car. Somebody's got to go into some
9 of these places of business. Somebody has to know
10 the people and they ought to take turns at that when
11 they're not on a call.

12 The other thing is when you go on a
13 call, I don't think that you ought to brush that call
14 off. One of the other things that happened is now
15 that we have more minority policemen, I worry a
16 little bit about them falling into the same traps
17 that the policemen in the area have been doing all
18 the time, and I keep saying that you can't do that,
19 you must do your job as the book says and as the law
20 calls. You don't use any more force, you don't do
21 anything but your job. And if you do that, then the
22 other side of that coin, we're not a judge and jury,
23 if you have a reason to arrest, it ought to be done

1 and you're through with it. It's not your job to
2 tell the judge what he's supposed to do and it's not
3 your job to get it printed in the paper. Your job is
4 to just take care of that situation, and we have to
5 learn that and the supervisor must know that first.
6 I don't know whether I answered anything that you
7 asked.

8 CHAIRPERSON SHANKMAN: You gave me quite a
9 bit of information that I was looking for.

10 MS. MC FADDEN: I have one. Mr. Chaney, you
11 talk about citizen complaints. What is the number of
12 citizen complaints that was filed with your
13 organization in 1992? Do you have that information?

14 MR. CHANEY: I would have to guess that we
15 probably did not have over ten or fifteen, and that
16 included suburban, it included Walatosa, Glendale, I
17 don't remember Shorewood, but it included the
18 suburbs.

19 One of the problems we had with most of
20 those -- what we do with them is we take the
21 information and then we forward that to the Chief and
22 usually he will respond. But what happens sometimes
23 the only -- I always like to follow procedure. I

1 always like to send them back to the district captain
2 because that's where they should have started, and I
3 said if you don't make it from there, then you come
4 back. Some of them don't come back, but I do know
5 that some of them get turned off at that district
6 station. And one of the other things that happened
7 on some of those complaints, somebody will advise
8 them to go to the Fire and Police Commission. Well,
9 that's a long way around.

10 One other thing that I guess I need to
11 mention about police, and it doesn't involve
12 complaints from people. We've been getting a few
13 complaints from probationary officers who have no
14 recourse. The rules say that no recourse for a
15 probationary. You're on probation and you violate
16 anything, you're done. And I think sometimes we have
17 a problem there because I read one where I'm not sure
18 that they investigated both sides and I always kind
19 of think that even though if I was going to fire you,
20 I want to know your side of it. And but we don't
21 really get that in probationary officers because I
22 don't think it's ever required. Once they can't
23 finish the 18 months, they're gone with no recourse.

1 And so we're in the process of asking the Fire and
2 Police Commission to take another look at that and
3 asking the Chief to set up some kind of a panel so
4 that they can talk about what went on. Because what
5 I find happening in getting new policemen and so on,
6 it depends on who does the interrogation. If I
7 happen to be one of those policemen that don't really
8 want to take on minorities, you won't make it
9 through, I make sure you don't make it through. And
10 I have seen some of these back when I was -- a young
11 man, sergeant interviewed the young man and he said I
12 don't understand why you want to be a policeman, this
13 job is terrible, it's this, it's that. So I asked
14 the young man, I said did you ask the sergeant why he
15 was on the job? He said, no, I didn't. But he
16 wouldn't come back and forward because I wanted to
17 know who the sergeant was. But because some people
18 had such a hard time with complaints, I think that's
19 one of the reasons we don't get the -- I guess, all
20 of them read about the lady with the Dahmer case.
21 Nobody paid her any attention. Nobody paid some of
22 the others any attention. So it's kind of hard for
23 someone to come forward. And then some of them are

1 afraid to come forward even, but I don't really know
2 how many by count.

3 MS. MC FADDEN: Because that's my
4 perception. I work in a community organization and I
5 get a lot of complaints from the clients that I work
6 with. They have been to the Police Department or
7 they have been to the Fire and Police Commission and
8 nothing was taking place, and I refer them to the
9 NAACP.

10 MR. CHANEY: Some of them come and some
11 don't come.

12 MS. MC FADDEN: And it seems like they get
13 the run around, and at some point in time they just
14 give up.

15 MR. CHANEY: What we do, all of them we get
16 we take the information and generally I will even
17 send the Chief a copy of the complaint, and I haven't
18 had to do that to too many, I think, except the last
19 one I sent was a week or two ago.

20 CHAIRPERSON SHANKMAN: Just a general
21 question for both Mr. Wagner and Mr. Chaney. We
22 heard earlier in a presentation from Mr. Ward, who is
23 in the Milwaukee Police Association about the fact

1 that Milwaukee police officers spend about 94 percent
2 of their time responding to priority 1 and priority 2
3 calls and 94 percent of their time is taken up with
4 that, which leaves them very little time to do any of
5 the kind of proactive strategies that you suggest.
6 And I was wondering if you had -- one option that Mr.
7 Ward seemed to refer to is to kind of an alternative,
8 have a full service model where police would respond
9 to everything and not prioritize calls at all, and I
10 was just wondering if you had any kind of thought of
11 how police officers could improve the community
12 perception because it's clear that a lot of kinds of
13 quality of life issues are not addressed with police
14 officers if there were more police officers, more
15 time available could be addressed and could perhaps
16 lead to less problems?

17 MR. WAGNER: In effect, in any bureaucracy
18 if you set up a deterrent kind of thing in time now
19 your crisis calls increase and that's happened on the
20 part of social service. We've had like in 1982 I
21 think there were about 2,200 reports of abuse and
22 neglect. In 1992 we had 10,000. So it's been 5 to 6
23 fold increase over the ten years. What's happened in

1 those ten years is that families that need help have
2 been denied help until they reach a crisis thing.
3 The only way a bureaucracy can overcome that is by
4 having leadership with some vision. But, there's a
5 process that most bureaucracy and organizations that
6 want to change have embarked on and that's strategic
7 planning; do an environmental scan, create a context
8 in which you say I can't do the job myself and you
9 develop a collaborative approach involving other
10 people. And then you move beyond your own turf, you
11 incorporate the turf and strengths of other entities
12 within the community, and then you start on a
13 consensus, where do we want to be in five or ten
14 years. And then you back off that consensus and
15 figure out what you can do this year to move towards
16 that. And that's what the Police Department has to
17 do. The process is not only a planning process, but
18 it's a renewal of organization process. It's, as you
19 do that strategic planning, your environment and your
20 bottoms up approach becomes the implemented and very
21 planning process, and you end up with a -- then that
22 question of priority 1 and 2 calls versus other
23 priorities becomes irrelevant, becomes irrelevant

1 because you, in effect, end up in time with a process
2 not to prioritize that way, and it sets yourself up
3 for a failure and increases. So, I guess what I'm
4 saying is there has to be the strategic planning.
5 Get some good leadership with vision put in place and
6 take as long as it requires until you get to that
7 level.

8 MR. CHANEY: You know you're only going to
9 have a certain number of policemen and there's no way
10 to have one on every corner. I don't think that the
11 public would object to going to the district station
12 on a lot of cases. But once they go there you have
13 to be treated like you're wanted. You see, that's
14 what turned people off and make them do a lot of
15 things. For example, in one of the district stations
16 where they had no black people in the office as far
17 as I know, they had one young lady that was black,
18 and when they went there, they were not treated as if
19 they were welcome. And I guess I'm opposed to
20 policemen being fenced in, and you've got to talk to
21 somebody, you know. If I come with a complaint,
22 somebody ought to be there to take them in the next
23 room and take the complaint and work with them.

1 Because you can settle a lot of things in that place,
2 if you have the people, and it would cut down some of
3 the costs that you do have to make. But treatment is
4 a very important thing as to how many you can clear
5 up because you're never going to have enough
6 policemen to have one every place that you think you
7 want. Some of the places they may have them, they
8 may not need them and those have to be -- some of
9 those could be replaced with civilians. Some of
10 those that I think in a lot of cases inside work, if
11 properly trained, could be done by civilians and then
12 you would have more policemen for the street; whether
13 it be motorized, or drugs. But I do think ever so
14 often every policeman in the world ought to hit the
15 street. Every policeman there ought to hit the
16 street one time or another. You don't get acquainted
17 with a sole in that car.

18 MR. SQUIRES: Mr. Wagner, I'm intrigued by
19 your comment that those who have the ability to
20 communicate the severity of the crisis can get the
21 service. We refer to cultural capital. Those who
22 can relate to whatever the mainstream culture can
23 communicate better and can get a response. It seems

1 to me I'm reminded of what we used to call
2 institutional discrimination. It may not mean the
3 police officer is intentionally treating somebody
4 differently because of their race. But somebody as
5 part of their cultural and background, they may
6 relate better. Going back to the woman at the Dahmer
7 case, I want to mention a white male in that position
8 may have carried more authority than a black female
9 trying to communicate something. It may not be
10 intentionally. But the act is racist in it's effect
11 anyway. And I'm wondering if either of you have any
12 thought of how this kind of cultural capital can be
13 addressed or the institutional discrimination that
14 resulted from the kind of cultural difference. Is
15 there any way of addressing this?

16 MR. WAGNER: Oh, yes. I think in a
17 bureaucracy. The leadership in the bureaucracy, in
18 effect, commissions the people at the bottom level to
19 use their ability to communicate. Instead of saying
20 these are the rules and procedures, this is what you
21 tell people, this is what you don't tell people.
22 People's imagination and ingenuity, if it's unleashed
23 as part of the bureaucratic strategy, deal with that

1 kind of thing because that's how, if you're not in a
2 bureaucracy and you've got neighbors that, you know,
3 are different from you, most people communicate
4 because they're not in a rigid bureaucracy. So, I
5 think the first stem is creating that kind of freedom
6 where people see their mission as relating to people
7 instead of carrying the authority and the
8 institution. The second thing is the more educated,
9 the more inservice you do, the more your skill will
10 be to deal with diversity and make --

11 MR. SQUIRES: The nature of that education.
12 That education could even more thoroughly esconce you
13 in a particularly narrow culture.

14 MR. WAGNER: That's bad education, but
15 inservice bureaucracy, why do it because if you key
16 the inservice to that mission that you as an
17 individual have in that bureaucracy, trying to
18 investigate to have motivated people getting a lot
19 out of that education because their performance,
20 their promotion and everything else will ultimately
21 be judged by how effective they are and the way they
22 get judged eventually is by people that they deal
23 with telling the people that make decisions that this

1 is a good guy or a good person. And now you change
2 this whole evaluation structure that you use and
3 people that are successful in getting people to do
4 more for themselves are going to move up, get
5 promoted, get merit increases like that. There's all
6 kinds of things you can do in a bureaucracy to do
7 that. Once the bureaucracy decides that the mission
8 of bureaucracy is best exercised by that person who
9 is at the bottom working with people.

10 MR. CHANEY: You know one of the things
11 that we all have to remember is that spanish people
12 talk better to their people than I can. Chinese
13 speak better to theirs, African-American speak better
14 to theirs. We need to even the Police Department
15 out -- not that they all should be in the same area,
16 you know. I remember when, if you will, the average
17 policeman had a 8th grade education, but he was smart
18 enough to get acquainted with the people in his area
19 that he was in, be the black, white or green. So he
20 had a friend. We don't do that any more. So now
21 sometimes education is wrong because when this
22 Department started to spread years ago, the remark
23 was that we're going to have trouble in number 5

1 because the blacks are moving in. That was the
2 remarks out of the inspector. Now, see these are
3 supposed to be the educated people.

4 The one thing I found, since I was the
5 first black sergeant, I'll say one thing I found,
6 people, you can get people to do what you want if you
7 prove to them you'll treat them right. When I went
8 into the same district as the first black sergeant,
9 they're here with all these men that had 15, 20
10 years, had blood on the walls and beatings every day
11 or two. So, the first thing I said to them was that
12 now you don't have to like me, I don't have to like
13 you, but there's a couple of things we're going to
14 do. First, you're going to do the job that you're
15 here to do. If you do to job right and you get in
16 trouble, I'll protect you. If you mess up, I'm going
17 to help try to take your job. I will not put
18 anything -- I will not cover for you, I will not put
19 anything on paper that you didn't say. I will not --
20 I'll put everything that everybody else says on that
21 paper. Once you do that, I said if there's -- even
22 if they tell me to make the decision, I'll do that,
23 they say don't, I'll turn in the report. It's

1 amazing. When they found out that -- the other added.
2 thing was that if you did this, I can't tell you what
3 to think when you go home, but, I'd like to, but I
4 said if you do this, you never have to worry about
5 the grade that I'll give you. Once they found out
6 that was true, I didn't write those men up. The
7 other thing that when I keep talking about
8 supervisor, one of the other things is that if you're
9 a street sergeant, anything happening on the street
10 worthwhile, you're supposed to be there, and if
11 you're not there, they ought to do the same thing to
12 you as they did to Cooney the other day, you ought
13 not be there.

14 I had to tell the inspector, he said I
15 don't hear you come, I said, no. My men are not
16 dummies, if they hear me coming, then they will be
17 all right when I get there, I said. But when my men
18 know anything, I'm standing there. I don't say Squad
19 5 is on the way. I get in the car, I hear the call,
20 I might respond to it, sometimes I don't even
21 respond. I just heard the call and I'd go. When
22 they knew anything, I'm standing there. And since
23 they found out I was going to do that, I never caught

.1 them doing anything wrong. That's the reason I
2 insist that nothing gets better unless you supervise,
3 and I don't care whether it's the Police Department,
4 in a factory, at the schools, same thing; poor
5 supervisor. But, a good one will make all the
6 difference in the world out there. The same thing if
7 those folks came to the station, if the lieutenant in
8 the station or the captain made sure that those folks
9 were treated like they should be when they come in.
10 They were interviewed, took the complaint, said it
11 would take care of it, whenever we can. Most of
12 them, a lot of folks you can settle these just by
13 being nice. You may not do nothing else, but at
14 least that was a nice policeman. It's amazing.

15 MR. EASTMAN: I have a few I'm going to
16 follow up on. What I'm saying -- my question is for
17 Mr. Wagner. I agree with your opinion of
18 decentralized government in the community; however, I
19 want to know why if I'm an African-American citizen,
20 why do I have to have an education and why do I have
21 to speak predominant white culture language in order
22 to communicate with the bureaucracy? I don't agree
23 with the affirmative action angle because then you're

1 having -- you have all white people in
2 African-American communities. Help me clarify that.

3 MR. WAGNER: You must understand the point,
4 I believe in affirmative action cultural, competence
5 in the organization of the dominant culture. What
6 Felmers said is exactly correct, identification and
7 communication is correct. Multicultural setting is
8 culturally based. And my point is that a burden that
9 shouldn't be on the community to upgrade it's ability
10 to communicate, but it's on the bureaucracy to be
11 able to communicate with diverse levels of
12 identification. At the same time that's going to
13 generate a certain skill and availability on the part
14 of the community to learn things as they go along
15 because you're also involving the strategy of getting
16 to people and helping them do more for themselves,
17 and that's going to upgrade their ability to deal
18 with bureaucracy. So that's really what I mean, and
19 it's an interaction. If you get a bureaucracy really
20 to move into a prevention model, it's communication
21 that in itself does something to mold the part of the
22 equation. Education will result in the bureaucracy.
23 Education will be responsible in the community. It

1 sounds real idealistic. This is actually happening
2 in successful organizations and successful
3 businesses. Unfortunately public bureaucracies are
4 usually the last entities to take on this kind of
5 quality approach, but really that's -- and I don't
6 think it's an easy solution. Collaboration and
7 moving to new strategies, you know, it's hard to
8 change and it takes a long time and you don't see
9 things turning around overnight, but that's the only
10 sure route to organization.

11 MR. EASTMAN: But in order to have quality
12 and quantity of service until that takes place, or if
13 that does what's the supplement, what's the best way?

14 MR. WAGNER: By requiring investments up
15 front, you know, in terms of more resources, but with
16 an assurance that those resources will level out and
17 there be success as a result if the public and the
18 community have a sense that there was a five or ten
19 year approach, there would be more willingness to
20 invest. It's still a hard sell because of the image
21 that bureaucracies have, but I think the only way you
22 can sell something to the community is the prospect
23 it's going to change or get better in the future, and

1 organizations are doing that, and as a result,
2 getting more resources up front to be able to deal
3 with that change.

4 MS. KIRAM: The buzz word of the '90s is
5 supposed to be empowerment of the front line people
6 and your thesis, it's really not happening. I
7 thought that one of the good things that would happen
8 after the Dahmer incident was that it would cleanse
9 the whole community of all this bureaucratic stuff
10 that's going on and something good is come out of it.
11 I'm disappointed that nothing has come out of it,
12 especially from the Police Department point of view.
13 What do you think needs to be done so that something
14 will happen? I mean if your thesis is that we need
15 district-based management to make it work or if the
16 Police Department would come up with a five years
17 plan, then things would change, that the community
18 will support, then it will be done. But, on the
19 other hand, my question is, can we in the community
20 do something to make or to enhance and hasten this
21 movement without waiting for the Police Department
22 because it might not never come about?

23 MR. WAGNER: In the public sector it's

1 going to take some political leadership for some and
2 this happened at the county board in terms of some
3 beginnings, you know, five years ago a county board
4 supervisor took the lead in saying the solution to
5 child abuse and neglect is not more workers, it's
6 putting in place a community-based family support
7 prevention approach. And he took the lead and he
8 eventually got the support for some money to do that.
9 So, there has to be a political mandate in the public
10 sector and most other sectors. Success is enough to
11 move people in the direction, but in the public
12 sector you need political leadership, and I think we
13 could have political leadership that could take the
14 ball. I think there would be support for that kind
15 of thing from the community, and then maybe it
16 involved a change of, you know, management in the
17 sense of somebody that's got some experience dealing
18 with bureaucracy and getting them into a renewal kind
19 of strategy, bringing that kind of person in. Maybe,
20 I don't know, maybe it's a new chief, but maybe it's
21 also now you can keep a chief in place, but also put
22 in place some other strategic developer planner or
23 something like that and move in that direction.

1 MR. CHANEY: Let me upset the whole
2 picture. You know I love union, I came up with the
3 union. We got a union while I was a policeman. That
4 was the only way we got the raises. But, I always
5 figured it was a damn shame to have to have a union
6 to get police salaries where they ought to be. I
7 contend that policemen, firemen, teachers and all
8 ought not be union. What kind of an example do we
9 set if policemen strike because they don't get what
10 they want? Now, and I know, I know that the only way
11 they got it is because they did have the union
12 because when I was about to retire I couldn't have
13 retired on my salary, on my pension. But we allow --
14 we have allowed, and would not, and we negotiate and
15 there is no penalty against the union or anybody
16 else. After awhile the union on all of these
17 difficult things, they run the organization, you
18 can't dispose of people that you need to dispose of.
19 I don't care whether the police department, school
20 teachers or what it is, you can't dispose of them
21 because of the strength of the union. And then I
22 kept wondering when they sit there and negotiate,
23 some of the people negotiated with them have their

1 head in the sand. I'm just not sure what they're
2 doing. We vote in politicians and they all say we're
3 going to do this, and we're going to do that, but
4 once they get in we have a problem with them until
5 the next election. Then we as citizens sit back out
6 here with our hands crossed and you let anybody do
7 anything to you that they feel like they want to do,
8 I don't care what it is, I don't care what the police
9 department or the insurance company or the banks or
10 the schools, we sit here with our head in the sand.
11 A few of us raise hell, but if you're quiet over
12 here, nothing is going to change. You get that quiet
13 section that almost makes you think that they agree
14 with what's going on. And until we get them to react
15 to something and say, look either we're going to get
16 this service or you're not going to get paid or
17 you're not going to get something, and if you are,
18 you ought to do that in order to make some changes.
19 Changes have to come and everybody has to get paid.
20 And I don't have a problem with paying, I've never
21 complained. I've said it to the schools. I don't
22 have any children, I've never complained about my
23 taxes, but I complain when a teacher refuses to teach

1 a child. I would complain if the Police Department
2 doesn't do the things they need to do to get these
3 changes in the street. If you didn't have
4 affirmative action, you wouldn't have any blacks on.
5 Then I object to the union saying that the only
6 reason they got blacks on is because of the
7 affirmative action and we get officers that are not
8 qualified and who are they to say who is qualified?
9 Half of them have no more education than any of the
10 blacks or any of the spanish or any of the women, but
11 all of a sudden they think they're more qualified
12 than anybody else, and they do not want to deal with
13 that. They have a certain amount of units. Up to a
14 certain point their units ought to be getting along
15 with each other, regardless, not the unit of
16 protecting me if I goof up, but that's the kind of
17 unit you get out of them. Now, I know they'll squawk
18 like a devil when they hear I said it, but it's the
19 truth, and if they look at it, they will agree.

20 Now, I remember the first spanish --
21 I'll say this and I'll quit. The first spanish
22 policeman we got and the first woman we got in the
23 district I was in, the men were upset, they did not

1 want to ride with the spanish, young spanish man, and
2 I said to them, I said tell me something, do you
3 fellows believe that you could go into a spanish
4 community and know more to say to those people than
5 they do? Do you believe that? The other side when
6 they had the woman I said, well maybe I think they're
7 training some of them different, but I said maybe the
8 women would think just a little longer than you hard
9 headed men would because they are a little more
10 gentle generally and would think about it and they
11 would not use brute force so quick. Well, of course
12 now I think they're trying to train the women to use
13 the same kind of force as men do, and that I don't
14 think that's right either. I think each one should
15 use his own judgment out there in order to do that.
16 If we could learn, for example, the first black
17 policeman that rode with a squad, they did not want
18 to ride with him. They didn't want to ride with him.
19 When I got made they didn't know where they was going
20 to put me because they don't know who I was going to
21 supervise. They didn't have any black policemen, so
22 they didn't know who I was going to supervise. This
23 is a crazy mixed up city, hear me, a crazy mixed up

1 city, and we still have some of those feelings within
2 the Department at this time. And I went on 40 some
3 years ago, but some of those same feelings are out
4 there. I said it to the chief a few days ago. I
5 said chief, I know that the people you promote are
6 some of those left overs from the Bryer regime and
7 sometimes you can't help that. The other side of
8 that coin is the fact that if you go down the list of
9 policemen, you will find some -- you will find a lot
10 of the same names that were there when I was there,
11 which means that they are sons and the sons come out
12 of that home and their thinking is the same as the
13 father that was in the home. So, you haven't changed
14 anything, you've got to deal with that. That's the
15 reason the supervisor has to be strong.

16 MR. WAGNER: There's one other thing in
17 terms of how far do you move this whole issue along
18 and that's if we don't do anything now, we just start
19 painting a scenario of what's it going to be like in
20 ten years and I'm telling you we do have elements of
21 people that are being themselves right now and draw
22 that to a ten year scenario and we're talking about
23 the old west where you will see communities hiring

1 guns to come in to protect them. And, you know, I
2 say that there's enough evidence right now to
3 indicate that it isn't the change. That's what it's
4 going to be in ten years. The idealism, and I think
5 that should be enough to move people.

6 CHAIRPERSON SHANKMAN: Thank you very much.
7 Our time has elapsed. We'd like to thank you very
8 much for your information. We'll take another short
9 break, about five minutes and resume in about five
10 minutes with our next panel.

11 (A brief recess was taken.)

12 CHAIRPERSON SHANKMAN: We are ready to
13 proceed with our last organized panel and then I'd
14 like to remind everyone that at 5:00 o'clock there is
15 a public panel and anyone who wishes to address the
16 committee who is not yet on the agenda, I would urge
17 you to see Peter Minarik who is out in the hallway or
18 -- he's right there. He's setting the agenda for the
19 public session at 5:00 o'clock and it's scheduled to
20 go from 5:00 to 6:00, but we're a little bit flexible
21 with that ending time. I'd like to ask our panel
22 right now -- I'll tell you a little bit about how we
23 proceeded so far and see if it's okay. We ask that

1 all of the panel give their initial presentation and
2 then the committee ask questions of everyone. In
3 order to expedite matters, we ask that you make your
4 presentation between ten to fifteen minutes. If you
5 have additional material that you would like us to to
6 consider, we will, of course, welcome that and we
7 will make that part of the record. I would then
8 suggest that we just follow the order that's listed
9 on the agenda and we have -- we actually have Mr.
10 Hall first on the agenda.

11 JAMES H. HALL

12 Thank you. Good afternoon, my name is
13 James Hall, I'm a lawyer here in Milwaukee. I've
14 been practicing here in Milwaukee since 1979. I'm
15 with the law firm of Hall, Farst and Patterson and we
16 are a law firm engaged in a general practice, but
17 including a speciality in civil rights. So, we are
18 involved in a fair number of civil rights matters. I
19 prepared some comments which I will read from and I
20 can also leave a copy with the Commission.

21 In a democratic society the role of
22 police is to apprehend those citizens accused of
23 crime and to bring them into the criminal justice

1 system where a fair and just determination can be
2 made as to their guilty or innocence. It is vital
3 for all citizens of a community to believe that
4 police can be relied upon to perform their duties in
5 a fair and even handed manner. Otherwise, our system
6 of law and order brakes down for two reasons. First,
7 when certain citizens feel that they cannot rely on
8 police for protection or equal treatment, they may be
9 encouraged to take matters into their own hands
10 thereby encouraging lawlessness. Second, at the same
11 time such a situation engenders conflict between that
12 segment of the citizenry and the police. Police work
13 is multi-faceted, stressful, difficult, and
14 dangerous. Moreover, constant confrontation with the
15 human face of our country's most severe social
16 problems almost inevitably engenders in some officers
17 a view of the public that they are supposed to serve
18 that they cast aside completely the role of servant
19 for that of warrior -- I should have said that
20 confrontation with those aspects of society engenders
21 in some officers such a view of the public that they
22 are supposed to serve that they cast aside their role
23 as servant for a role of soldier or warrior. But

1 most people realize it is not part of the police
2 mission to inflict summary punishment on the streets,
3 or otherwise to violate a suspect's rights to due
4 process of law by subjecting the accused to physical
5 force greater than that which is necessary to effect
6 a speedy apprehension. The rule is often stated that
7 the officer must use the "mildest means necessary" in
8 the circumstances or under the circumstances to
9 subdue a violent suspect and bring that suspect to
10 justice. Often many law enforcement experts realize
11 that police abuse should not be ignored and that, in
12 fact, it obstructs good law enforcement.

13 Now, I said that by way of a
14 introduction. Now, I would like to make some
15 observations that are just my own observations about
16 Milwaukee since I have been here, which has been
17 since 1979. And, as I say, this is by way of
18 opinion. The City of Milwaukee is emerging from an
19 era during which the minority community or
20 communities, particularly the African-American
21 community, perceived itself as and, in fact, was to a
22 considerable degree faced with a blatantly hostile
23 police department. By that I mean by way of example,

1 I would say comments from the Chief which reflected a
2 hostile view towards minorities, and the minority
3 community -- I'm speaking of the former Chief Bryer.
4 I personally recall or I have read articles for
5 instance in connection with some research that I was
6 doing for the Chapter 220 Student Transfer Program.
7 It was a program whereby students from central city
8 predominant from minority communities could transfer
9 to suburban communities and to communities within the
10 city which were predominantly white. And I remember
11 one comment where the chief said he was opposed to it
12 because this means just transporting crime out to
13 white areas, and comments like that. Which, in my
14 view, reflect a blatantly hostile and negative view
15 with regard to blacks and the minority community.
16 But other examples, deaths of certain minority
17 individuals, including Daniel Bell and Ernest Lacey
18 at the hands of police followed by cover ups.
19 Another example would be attitudea reflected by
20 departmental hierarchy and officers on the street,
21 hostile attitude towards minorities.

22 By way of another anecdotal comment. I
23 remember how personally when I came to Milwaukee in

1 1979 I was -- our law offices were located -- I was
2 with a firm located at the time at the First Bank
3 Building just down the street here on Second and
4 Wisconsin and it was in the summer of 1979. I was
5 studying for the bar exam and I had just come out of
6 the office on Second and Wisconsin and crossed the
7 street to the north side of the street and two
8 officers just pull up and stopped me and searched me,
9 wanted to see my briefcase. Now they said when I
10 asked why, they said because someone had been
11 reported to have committed a crime whose description
12 fit me. That I was new to Milwaukee at the time and
13 that was in '79 and I thought it was strange, but I
14 didn't think a lot of it. I'm from Virginia and this
15 had not happened to me in all of my years there, and
16 Virginia is not, you know, the most progressive
17 state. But, I just thought this was very strange.
18 But I later learned that this at the time was pretty
19 much routine. Other examples, another example would
20 be the lack of a significant number of minorities in
21 top level positions within the departmental
22 structure. Those were all things that I said
23 Milwaukee is emerging from or the African-American

1 community is emerging from that type of blatant view
2 of hostility, at least what I call a blatant view.

3 There appears to be an improvement in
4 terms of perception and reality of
5 police/African-American community relations in recent
6 years, particularly during the administration of
7 Chief Arreola. Evidenced by a change in the nature
8 of statements from the Department from hostile in
9 tone towards minorities to a tone of inclusion.
10 Promotion of minorities and women within the
11 Department. Discussion of such concepts as community
12 policing, community-based policing, although I'm not
13 sure how much it's actually been put in effect, I
14 don't know. Improvement in the reality and
15 perception of the way in which top level officials of
16 the department tend to respond to racially charged
17 incidents as the case of the Anderson murder out at
18 North Ridge and the Simphason matter. My belief or
19 conjecture is that under the Bryer administration for
20 instance the routine response of the police in each
21 instance would very likely have been one which would
22 have fanned the racial flames as opposed to dealing
23 with the situation in a more neutral and objective

1 manner. Which, at less, in my view, appeared to have
2 been the case of the top level administrators.
3 Still, however, there is much which remains to be
4 done in terms of improving the perception and the
5 reality of police/African-American community
6 relations in Milwaukee. For instance, there is still
7 many individuals, unfortunately including some
8 elected officials who make statements perceived as
9 hostile relative to the right of African-Americans to
10 expect fair and respectful treatment from the police.
11 I believe that an Alderman stated within the past
12 year something to the effect that good policemen of
13 the city should not be sent to serve in certain north
14 side areas. I believe that a south side Alderman
15 stated something like that. Another example -- these
16 are still things that evidence the festering problem,
17 the attitude reflected by the officers in the
18 Simphason matter, those are the officers who were
19 ultimately disciplined, unfortunately suggest to
20 African-Americans and other minorities that there
21 remain on this force officers who view certain
22 matters within the minority communities as trivial
23 and not to be taken seriously. Just as disturbing^{is} is

1 the fact that so many individuals, including the rank
2 and file of the police union, not surprisingly,
3 vehemently support the officers who were suspended
4 for their conduct in the Simphason matter and express
5 opposition to the chief for taking action against
6 them. And I only have a few more minutes. I don't
7 know how I am in time.

8 CHAIRPERSON SHANKMAN: Go ahead.

9 MR. HALL: Community monitoring. Civilian
10 review and monitoring is very important. Many
11 citizens don't believe that police officials take
12 complaints seriously, complaints against police
13 officers, that is. However, in order for civilian
14 review to be effective, the civilians conducting
15 review of police complaints must be fair to the
16 police officers, but also willing to take the
17 complaints seriously, to deal with them efficiently
18 and to implement discipline where warranted. I
19 believe there can be substantial improvement in this
20 area and I'm speaking of the review process here,
21 which involves the Fire and Police Commission.

22 I recall that one of the local
23 newspapers reported within the last year or 18 months

1 that the number of times that an officer has been
2 disciplined as a result of the citizen complaint
3 process before the Fire and Police Commission is
4 insignificant. I understand that certain reforms are
5 underway. There should be efforts to ensure that the
6 reform are meaningful. Goals or by products of
7 meaningful civilian review may include the following:
8 Number one, establishes the principal of police
9 accountability; number 2, a source of information
10 about police misconduct; number 3, can alert police
11 administrators to steps which may be taken to curb
12 abuse in the Department; number 4, may foster
13 confidence of the citizenry with regard to police
14 because complainants feel that they have a fair day
15 in court through that hearing process.

16 As the results of the continual rise of
17 crime in urban areas, and particularly the central
18 city, there has been much discussion of drastic
19 measures to address the situation. Some have
20 suggested giving police officers additional powers
21 and authority to apprehend citizens, perhaps randomly
22 at certain check points or otherwise. I caution
23 against such solutions as tending to represent a move

1 towards violations of individual and civil rights in
2 this case of the very individuals we would purport to
3 be protecting. I think the answer is to ensure fair
4 and just enforcement of the law on the street -- of
5 the law by law enforcement officials. If it means
6 having more officers on the street, then so be it.
7 Any discussion of this topic must acknowledge that
8 the root causes of crime, poverty, unemployment, lack
9 of opportunity and so forth must be addressed. After
10 all we are only talking about treating the
11 manifestations of those ills in terms of the police.
12 So, I assume that's inherent in the discussion.

13 In terms of civil rights and equal
14 protection, I submit that the right to fair treatment
15 and equal protection by police for those in the
16 minority community should be considered or the lack
17 of that, I should say, should be considered a
18 violation of the right to equal protection. That not
19 only is my right to equal protection violated when a
20 police officer mistreats me as an African-American or
21 a member of a minority group, I submit that it's
22 violated when I'm selected as a victim by law
23 breakers operating under the assumption that the

1 police do not respond quickly in my neighborhood and
2 that anything goes or that a complaint or a call for
3 assistance coming from me or my neighborhood will not
4 be taken seriously by the police.

5 As a lawyer whose practice and whose
6 firm's practice includes handling civil rights
7 matters, I receive many calls from African-Americans
8 in this community alleging that they have been
9 mistreated at the hands of police. The most recent
10 one was yesterday. Usually I advise them to file a
11 complaint with the Fire and Police Commission. My
12 hope is that the number of such calls will diminish
13 and that in the future if I do refer someone to the
14 Commission I can do it with the confidence that the
15 process will be meaningful. Thank you.

16 JENETTA ROBINSON

17 First giving honor to God, to the
18 esteemed ladies and gentlemen of this panel, this
19 Commission, that is, for allowing us the opportunity
20 to share from our perspective, is there any
21 protection of or do black Americans feel that there's
22 protection for them within this city?

23 I've been a community leader and a

1 community activist in Milwaukee for over 30 years.
2 That means I lived and participated through the Bryer
3 years and all that was the police brutality, killing
4 of our children, the justifiable homicides. I lived
5 through a new day with, God rest his soul, the late
6 Chief Stineck who started a new day, who began to come
7 into the community, who began to care, who began to
8 decide that we had some rights, and thank God I'm
9 here today with great Chief Arreola who I believe is
10 a man of honor, value and who cares about all the
11 people and who has made a very special effort to make
12 sure that African-Americans and other minorities know
13 that he intends for his force to protect them.

14 I've seen the good, the bad and the
15 ugly. The good is we do have a police chief,
16 Arreola, who is a man of honor, who made the
17 Milwaukee Police Department in the right direction
18 for the good of all people, and I believe he's proved
19 that he wants the Milwaukee Police Department to
20 protect and be sensitive to African-Americans and he
21 treats all citizens as if they were his mother, his
22 sister, or brother. And he frequently quotes that,
23 treat each person as if they were your mother, your

1 sister or your brother. Chief Arreola's words, his
2 actions, the administration he's put together, the
3 well, the garbage he's cleaned out, all that, the
4 positive programs he's put into existence says that
5 he is very serious about providing quality service to
6 all the people, especially African-Americans. I
7 believe that as Chief Arreola continues in office
8 that the African-American people can feel protected
9 if he is allowed the opportunity to continue. He has
10 started many good programs, one of which I think
11 would have the greatest impact long range on race
12 relations and the rights of people is the RAGE
13 Council, Resistance Against Gang Environment, and
14 that was put together in our place with the group of
15 citizens coming together and people from all walks of
16 life wherein the Police Department is not taking the
17 total responsibility for the change that has to take
18 place in Milwaukee, but the community at large with
19 the Police Department. Because normally the
20 community gets together, me and Wesley and then for
21 years and we decide we going to bring about our
22 change and we do certain kinds of things for that and
23 they say, look, look it didn't happen. And then the

1 police department put together some plans and we and
2 the press get them first, we get them second and come
3 out and say look, it didn't work. The RAGE Council
4 is designed as a long range mechanism to bring about
5 the social change that is needed in the community as
6 relates to police/community relations. And as it
7 relates to crime, it's citizens, and policemen, in
8 fact, working together long range in a quick fix
9 deal. Now the public frequently when there's a
10 horrendous crime calls out for quick fixes and
11 politicians have to give it to them. But, I think
12 RAGE council of which the chief is working closely
13 with the community on, which the total community
14 accepts responsibility, it's going to be a very key
15 factor in the future things that will happen as it
16 relates to the Police Department.

17 We have the only one in the nation.
18 I'm also the founding director of a 22 year old
19 organization called Career Youth Development. We
20 have been noted by Congress as one of the number one
21 programs in the nation for rehabilitation of juvenile
22 offenders. We have instituted a program called the
23 Rapid Response Program where when the police move

1 into an area and they can't deal with the situation
2 and there is no evidence for arrest, they call us
3 saying we work with those families, so that they
4 never end up in the police department.

5 That has been going good wherein
6 someone from the 5th District works direct with us
7 and the people in the community. Right now as I
8 speak we work with the survivors of homicides. All
9 the murder you see in Milwaukee everyday, we work
10 with those people on a daily basis and with their
11 pains, with their suffering. And as we speak
12 they're meeting now, it's a group and they have
13 shared some things they wanted me to also share with
14 you. When Chief Zarneck was here, one of things I
15 told him was that the most of the people who are
16 murdered now are African-Americans murdering other
17 African-Americans and they are young people. We used
18 to cry out about the Police Department killing our
19 young and they certainly did a lot of that under
20 Chief Bryer's day, and they were all justifiable
21 homicides, but now our young people are killing our
22 young people and you leave families who are hurting
23 and clutching. So these the people who are left

1 without the police, we treat them with such
2 disrespect. As a matter of fact, as late as last
3 week we had one of the police detectives out so they
4 can share with them how the police officers have not
5 been sensitized yet to know how to even report that
6 when their loved ones are lost it causes great pain
7 and suffering and almost in every case before the
8 conversation would end, here they are lugging the
9 heaviest thing that can happen in the person's life,
10 the shattering experience of your child being
11 murdered, and then if you holler out, the policeman
12 says shut up, we're going to arrest you. So we were
13 trying to empty out some of that pain so that
14 policemen could decide if they must become more
15 sensitive in these cases and stop treating victims as
16 if they were criminals. I think the most horrendous
17 thing that happens in the African-Americans
18 communities across the state is victim are treated as
19 if they are criminals. They are spoke to that way,
20 they act that way, and we must retrain our officers
21 to treat people differently. To begin to look at
22 citizens as law abiding citizens and to not to
23 interpret them as criminals and victims re-victimized

1 because officers today treat them as if they are
2 victims.

3 Having been a victim of crime myself,
4 my daughter who was 25 years old was murdered in '84
5 along with my 9 year old grand daughter, having had
6 my car stolen on several occasions, house broken
7 into. But I guess one of the most shocking things
8 was, down the street from your house it was, that I
9 had never had anyone to snatch anything off of my
10 person now. You know, the good thing about it, I had
11 \$600 in my purse, every year we give toys to little
12 kids who Santa Claus forgot. But because we work
13 with gang kids, most gang kids never received
14 anything for Christmas, no love, no support. Instead
15 of mourning over my 9 year old grand daughter, I
16 decided to give money and the community has taken it
17 up. We served 5,000 people last year. It started
18 off with 200 kids. To give to those kids so they
19 could experience love, so they would not become gang
20 members. So they know, okay, Santa Claus forgot you,
21 but the community didn't. I had \$600 little lousy
22 dollars in my pocket book, and usually when I get out
23 of my car in my home -- I live in the highest crime

1 rate area -- I choose to live there among my people.
2 A young lady came up to me and said, Ms. Robinson,
3 may I help you? This is not unusual because people
4 usually help me. They know I got asthma, and take
5 stuff out the car. Well, when she got up on me, she
6 snatched my purse with the little \$600 I had to buy
7 the kids toys and my clothes that I had in my hand,
8 too, and she took off. Well, I had to call the
9 police. Two policemen come in who do not recognize
10 who I am, however that should not have made a
11 difference who I was. They must have been rookies or
12 whatever. And they came in and I got a firsthand
13 knowledge of what my people tell me about how they
14 feel, and these two officers came in. They were very
15 nasty and rude to me. They asked me to recount the
16 crime and I'm telling them the lady is running that
17 way, if you just go down that way you can catch her
18 and then we can go through all of that. He said,
19 show me what she did. I told him. And he says, show
20 me again what did she do, and so I touched his arm,
21 he snatched away -- he pulled out his gun, he said,
22 don't you do that. You can get killed like that. I
23 looked at him and found the man was very serious and

1 he would kill me. Why, because he was not sensitized
2 to me. Evidently in his head felt that all black
3 people were out to get him or something. He was
4 probably frightened to death, so he pulled a gun on
5 me and I, an innocent person, called on him for
6 protection. We're talking about protection here in
7 the black community. I'm black, I called this man
8 for protection. My purse had been stolen and he
9 pulled a gun on me while the criminal got away.

10 MS. KIRAM: Was he white?

11 MS. ROBINSON: He happened to be white. He
12 happened to be very serious. And his partner stood
13 by. He spent the rest of the time to try to kind of
14 tell me like to dismiss the whole thing about later
15 on the person -- I explained that the \$600 belonged
16 to the monies that people had donated to the
17 children's toys. Well, the ugly of it was that this
18 all too often happens. Victims, because you're
19 black, are treated as criminals. That's the ugly
20 part, that this white officer came in and treated me
21 in such a awful way. The trauma, no one knows the
22 trauma when someone has snatched something off your
23 person. It's one thing to steal my car, but it's

1 another thing to grab me unexpectantly and I guess
2 now I'm glad it happened so I can understand my
3 victims more. I understand as it relates to
4 homicide, but it's such a devastating feeling and
5 here you have a police officer who you call to
6 protect you, who literally pulls a gun on you. That
7 was awful. That was frightening, and it didn't
8 matter, you know, like I'm many things. I'm known
9 nationwide. I work with juveniles. I'm a
10 commissioner to the governor of this state. We serve
11 on most anything that does anything, we've done it,
12 and we're in the paper and on t.v.. Everybody in the
13 white community basically know us, but obviously here
14 you got -- if we had real community policing, people
15 know the community like the one thing the officer in
16 the Simphason case says doesn't anybody know who I
17 am? And I had to say, no, we don't, and we should.
18 So, we're busy now redefining with the police chief
19 what is community policing. Community policing in
20 the minds of -- I talked to some people from the
21 police union and their idea of community policing and
22 our idea is very different. So, in the community has
23 to come together with the Police Department about

1 what is community policing. Community policing means
2 that one of the things is that there's many
3 community-based agencies that have their pulse, they
4 live and breathe with the people in the community,
5 and your officers and your local districts should
6 certainly put their foot in those doors. The head of
7 the police union here, we had a lengthy discussion,
8 and not to put them down or anything because they
9 too, I have to add, like I said, it's the good and
10 the bad. On the good, they have frequently donated
11 clothes and toys to our children, the police union.
12 But at the same time, I talked to Mrs. Rasconsa, Mr.
13 Raycan sometime after the Simphason case because we
14 always led the fight to keep the police officers from
15 going back to work. We sat there in that cold place
16 for a year to try to raise the community's awareness,
17 so we didn't know what to expect. I told him after
18 this case was over, we did need to come together, we
19 did need to redefine what our ideas in the community
20 of community policing and his was and re-presented
21 the good things that he's done, and certainly they've
22 done good things. They've even done good things
23 through our agency. I said you spent 15 years as an

1 officer at the 5th District, four or five blocks from
2 my door and we worked with thousands of people that
3 you have to deal with and not once did you put your
4 foot in our doors to say hello or to get to know the
5 people. So there's the police officer, said don't
6 anybody know who I am? And community policing, you
7 get to know the people in the community, you get to
8 know not only the leaders, but the community
9 agencies. And we have some fine agencies in
10 Milwaukee. And so we must redefine together with the
11 Police Department, what community policing is.

12 I've had my car stolen and could not
13 get any help, went from station to station again to
14 get treated like a criminal and we had to go out and
15 find my own car. And then after I went into a very
16 drug place where they had stolen it and the drug
17 people had it, and were stripping it, I called and
18 still couldn't get the police to come. So, that's
19 the ugly. But those things can be worked out and
20 that's not a reflection on the present administration
21 because present administration is trying to work
22 those things out. But, you do need to know, in spite
23 of the fact that you have a wonderful police chief

1 and he's put together a wonderful administration and
2 many programs and those program are going to stand
3 not just as while he's here, and I hope they let him
4 stay here long enough because there's many devisive
5 things going on whereas the old regime of police
6 officers who practiced racism actively go out into
7 the community. We've been called on those cases too.
8 State Representative Marsha Cox and I was called into
9 an incident where horrendous things, brutality took
10 place and they told the people who they were doing it
11 to that the mayor and the chief had sent them to do
12 it. And these people were unlearned people who
13 believed that the chief had done this. And like a
14 person who was well-learned, who knows that the chief
15 and the mayor would not send anybody out to treat
16 them in that fashion. But, they do pick on people
17 who they know are unlearned, and this is devisive
18 because people in the community who begin to think
19 what the chief is who is trying to do what's right is
20 not. And then too much leftover Bryer people who are
21 still carrying out that old regime. I lived through
22 the McKenzie murder of an innocent boy by the hands
23 of a police officer and they found, they called it

1 justifiable homicide. We marched and we were not
2 just standing on the dividing line, we marched and
3 tried to bring about justice. We were one of those
4 who marched to get the police chief's term limited so
5 that at least we could have some sense of justice.
6 We used to call the rolls of the Jockey Ford and the
7 Lacey's and the McKenzie's. I was around there when
8 they killed Bell and said it too was justifiable
9 homicide. It was a cover up. 25 years later we
10 found justice. So, having to go through all of this
11 sickness and having to deal with it from a social
12 service perspective of putting lives back together, I
13 think the time has now come where we do and we must
14 move forward so that African-Americans can indeed
15 feel protected.

16 About a year or two ago about 200 young
17 people was coming from a church and because some
18 police officers in our area who were not as you call
19 community oriented and did not know our children,
20 took a look at the kids and because they had on
21 jackets, the kids was coming from church, a
22 sanctified church, and they sing in the choir Gerald
23 Saffold Choir. And those in the neighborhood and

1 those police officers live in the neighborhood know
2 this choir, know these people. But the people who
3 happened to be of another color saw them, they were
4 black, they had on jackets, to them their perception,
5 they were gang kids. They took these nice little
6 kids from church, put them in a city bus, took them
7 downtown and booked them only to find out they were
8 just kids coming from a church. So, these kinds of
9 wrong perceptions who fully can be yielded to
10 retraining and sensitivity training of which now I
11 want to say we have been contacted and working with a
12 firm from D.C. who is in here now which I think
13 they're going to do some real good training. They've
14 come out to our victims, they've heard their cries.
15 They're going to let the victims themselves talk to
16 some of the detectives in homicide so they can know
17 how they should be treated, how they're not treated.
18 People have done things the same old way and they
19 feel that this is good and this is right; it's not
20 good and right. So, the chief has hired a firm
21 that's coming in and that is doing that, and I think
22 they're going to do a very good job of it. So, I
23 think that having been around in the Bryer days, have

1 been around during the days of Chief Sarnick, but
2 also watching politicians literally destroy the man,
3 probably the reason he's dead today. I hope the same
4 thing doesn't. And I watch a lot of devisiveness
5 that goes on between the police union and the police
6 officers themselves who try to get the black
7 community to feel like the administration is not
8 doing a good job. And we try to work in the middle
9 of this to bring about good. If he is allowed to
10 stay here long enough to put the long range things in
11 place I believe that we are on the brink of a brand
12 new day in Milwaukee. So, it's a great improvement.
13 I think we're on the right road. I think it's a good
14 day and at least the only thing we can do about
15 racism to make sure somebody is at the top who makes
16 a good decision when we issue a complaint.

17 I want to say two last things here. I
18 want to say that I feel that we need one of the
19 weakest areas is community monitoring, which is what
20 you mentioned also, and because the people who have
21 police complaints are literally afraid to like the
22 knowledge of how to go down to the Fire and Police
23 Commission and fill out these complaints, and in the

1 past they have experienced such discrimination until
2 even though now it is a new day with Fire and Police
3 Commission, too, I think we have a good Fire and
4 Police Commission, but the people do not have the
5 faith based on past atrocities to go down and do
6 that. And if they do, they're frightened to death
7 whether they feel more comfortable with
8 community-based agencies. I don't feel that within
9 the structure that community based agencies are
10 utilized in our community-based agencies like you got
11 New Concepts, you got Norcode Neighborhood, you got
12 CYD, you've got a host of agencies. It's been a
13 range of 20 years, we've got experience. These
14 people know the people, know the neighborhood, and I
15 feel that community-based agencies should be utilized
16 more and community policing to bring the community
17 together with the Police Department, and I feel that
18 we need to kind of immediately institute the
19 community monitoring. And as you said, with fairness
20 to the police officers too because as I speak I want
21 to tell you in my years of working with the Police
22 Department even in the Bryer days, they were
23 wonderful white officer, too, that's always worked

1 with us. Just recently, about a couple of weeks ago
2 one of the lieutenants Craig Hastens, his son died in
3 a car accident and he and his wife immediately
4 brought over to CYO and to our children all the fine
5 clothes that they had. Timothy Osten, the white
6 police officer, everytime him and his wife adopted a
7 kid, they bring him by. They come by and spend time
8 with the kids so if they had to arrest one of our
9 kids, they still had our connection. They saw Timmy
10 as not just a white pig, but they saw him as a human
11 being who cared for them, who had to discharge his
12 duty as a police officer. So, I don't want to
13 just -- usually what happens is when you talk about
14 the bad, and I want to talk about the good, the bad
15 and the ugly. People only will emphasize the bad.
16 There are many fine white police officer, police
17 officers of all colors that has always been good and
18 always did good. But there are those there and there
19 are those that who are still there and this is no
20 reflection on the present administration who are
21 determined to disrupt anything this new
22 administration puts forth and to not reflect
23 African-Americans as people and to the things the

1 people in my place right now want you to know is that
2 we must stop treating victims as if they are
3 criminals. So, I thank you for this opportunity and
4 tomorrow I'll be delivering a typewritten statement
5 to you.

6 CHAIRPERSON SHANKMAN: Thank you very much.

7 WESLEY SCOTT

8 My name is Wesley Scott. I've been
9 here since 1958. I worked for the Urban League for
10 23 years and then I retired and I've been elected to
11 the Milwaukee -- Metropolitan Milwaukee Association
12 of Commerce up until the present. However, today I
13 don't want to sail under the flag of either the Urban
14 League, the Association of Commerce, but under the
15 flag of a citizen, if I may, and knowing that you're
16 cognizant of my relationship in those areas.

17 I must tell you that my remarks are
18 somewhat colored by that past experience, but I want
19 to speak as a citizen today and I want to predicate
20 my remarks based upon my experience with the blue
21 ribbon committee that was formed after the Dahmer
22 incident here in town and the public hearings that we
23 heard and some of the findings. We don't have

1 recommendations. There were recommendations,
2 however, but I don't have those but --

3 CHAIRPERSON SHANKMAN: We have them.

4 MR. SCOTT: You were given a copy? Well,
5 I'm quite sensitive to what happens to people in this
6 community; particularly poor people and specifically
7 blacks. But, some of the things that I heard
8 appalled me. I was privy to the letter, these kinds
9 of complaints made and I'll summarize them just
10 because I know you have some questions. This whole
11 business of civilian complaints to the Fire and
12 Police Commission, sometimes it took as much as six
13 months before a complaint to the Fire and Police
14 Commission -- the Fire and Police Commission was
15 handling the complaints. That has been remedied
16 somewhat. Actually action has been taken to begin to
17 remedy some of that. But, as Jenetta pointed out,
18 citizens are intimidated in terms of taking their
19 complaints to the Fire and Police Commission. There
20 have been talk of empowering the community based
21 organizations to act as advocacy of those citizens in
22 their community to help them through this process.
23 Indignities. That came up often in terms of hearings

1 and we listened to every "group in this town that we
2 could think of, including the police union, the chief
3 of police, the Mong, Indians, you name it, lesbians,
4 gays, we listened to all of them. But indignities,
5 it had to do with; one, how they the individual were
6 humiliated, demeaned. These were the kinds of
7 stories that we heard. And the question of slow
8 response, it seems that the repeatity of slow
9 response was predicated upon geography and economics.
10 And there were tales of people having called the
11 police and waiting for two hours. This harrassment,
12 particularly in terms of gays and lesbians, was
13 pointed out repeatedly. Profanity in terms of being
14 on the seen and as Jenetta points out, as related to
15 victims, not the criminals, but profane and vulgar
16 language relating to the victims themselves. Verbal
17 abuse, you know, no sensitivity in terms of my
18 husband or uncle is dead. He's laying there on the
19 floor, no sensitivity, no sensitivity. These were
20 the kinds of things, and I know that this is not
21 unusual, that you've heard it before, but I thought
22 I'd point it out to you. But I think it's also
23 appropriate to point out that some actions, some

1 remedial actions are being made. I think it's also
2 appropriate to point out that ain't no fairy god
3 mother that's going to wave a wand and cure this
4 overnight. That what we're dealing with as developed
5 over the last hundred year, and you can't expect
6 someone to come in and do and cure it immediately.
7 But, actions are being taken, not enough, mind you,
8 but significant enough so that I feel personally -- I
9 can only speak for myself -- that this is the kind of
10 sensitivity and awareness developing through the
11 chief, not through this community, but through the
12 chief where some actions have been taken. Such
13 things as outreach stations where they're bringing
14 the offices and setting up locations in the
15 community. Now, the best one, of course, is built
16 down at Marquette University. That's a brand new
17 one. We out in the community, we just rennovate them
18 old buildings, you know, somebody will give them to
19 us. Then citizens education, police are making more
20 contact with individuals now. For several reasons.
21 Some are more on the beat. They have hired more
22 officers and they're more accessible than they used
23 to be. You can call and ask for a policeman to come

1 and talk to a group of yours in the recent future,
2 and unless you send them a list of questions to tell
3 them what you want them to talk about, hell, they
4 wouldn't appear. But that has changed somewhat now.
5 There's more representation of minorities on the
6 police force. We heard a lot from the Asian
7 population here about the lack of communication;
8 namely that there was no one on the police force or
9 in the police hierarchy to communicate, interpret, for
10 the Mongs and Laotians in particular in this city.
11 They had a system where they would call English
12 speaking Laotians or Mongs when the need arised, one
13 of them. Have them come down to the police station
14 and do the interpreting. But I understand that that
15 system has broken down. I would say that the
16 community is generally supportive of Chief Arreola.
17 I'm not saying he's perfect, but I think he's made
18 some good moves, some positive moves in terms of
19 positive steps towards improving the relationship
20 between police and community. Now, I think it's
21 significant that community groups such as CYO,
22 Jenetta's group, have established a kind of rapport
23 with the Police Department as they have. That's not

1 the only group in the community that's done that.
2 It's a west side group and an number of community
3 groups who are aggressively, and I should add
4 assertively establishing relationships with the
5 Police Department. And I think it's significant
6 because I read somewhere that the oppressed determine
7 the degree of their oppression. If you put up with a
8 lot of crap, you'll get a lot of crap. And I think
9 the citizens are becoming educated for that to fight
10 that. Equally important, I wasn't here all day,
11 maybe somebody mentioned this, is the fact that
12 policing does not exist in a vacuum. We can sit up
13 here and talk all day about good or bad policing, but
14 it doesn't make any sense unless it fits into the
15 total cloth of our society. You know that kids
16 wouldn't be standing on that corner watching for
17 police for a hundred dollars if he had a chance to
18 get a job someplace. That unmarried mothers might
19 have a husband if she could find a man that had a
20 full time job who could support her. But, I don't
21 blame her for not marrying a broke individual who
22 can't support himself. What is she going to do
23 marrying a man? She can get the same kind of service

1 and doesn't have to be married to him. And this is
2 what happens, basically too, this is economics.
3 Unless the rest of society, the rest of those people
4 around us by in -- and we aren't just talking about
5 blacks, we're talking about poor people across this
6 country, you don't believe it, I invite you to go to
7 West Virginia where 40 percent unemployment is par
8 for the course. I don't think that we're going to,
9 you know, me, I don't have much time to be around,
10 see at 76 I'm not going to live that long. It's
11 frustrating to me to see the slow progress we've
12 made, but I guess I've learned to accept the fact
13 that nobody known of these things. Well, it's like
14 the chinese water torture thing. You drop water on
15 your forehead and it drives you crazy. You drop it.
16 Grant you, it wear a hole in the floor. The fact
17 that things don't happen more quickly, but this
18 doesn't divest us as individuals of constantly
19 keeping the pressure on to make things happen. They
20 won't happen of themselves.

21 CHAIRPERSON SHANKMAN: Thank you very much.

22 Yes, sir?

23 MR. SQUIRES: James, I have a question for

1 you. We've heard a lot today about Chief Arreola and
2 the progress that's been made. But if I hear you
3 right, you're still getting phone calls from people
4 with complaints about problems with the police. Do
5 you detect any difference in the last two or three
6 years compared to the years going back to 1979 or do
7 you see similar kinds of things continuing to happen?

8 MR. HALL: Well, I might overall perception
9 is that things have improved in the way that at least
10 in terms of this panel. I think all three of us
11 indicated a perception of some improvement, at least
12 perceived improvement on the part of the new chief.
13 But, I think, as indicated by even myself and each of
14 the other two speakers, two things are happening;
15 number one, I think there are still a number of
16 officers on the force, I know Ms. Robinson alluded to
17 it, who are probably of the old ilk and who are
18 still, you know, engaging in some of the conduct that
19 was, you know, that preceded the new chief. And I
20 think; number two, the overall perception of people
21 in the community when, see when I get a call from a
22 person saying the police treated me this way, this
23 happened, a large part of it is not only did this

1 happen to the person, but the person perceives
2 himself or herself as having no outlet, they're
3 intimidated to even go to the Fire and Police
4 Commission or to try to address their complaints
5 because there's this whole history that there's no
6 relief in sight or there's no relief available. So
7 people feel really intimidated or frustrated as to
8 what they can do. So, that's why I think if the
9 community monitoring or the real process before the
10 Fire and Police Commission was more accessible and
11 workable, people could sometimes when something
12 happens to someone maybe it's explainable, maybe it's
13 not. But people can't, when they are frustrated and
14 can't even access the system, the problem becomes
15 exacerbated.

16 I didn't mean to go on, but let me give
17 two examples of following up on your question and on
18 what Ms. Robinson said. For instance, in terms of
19 the Fire and Police Commission, it's, I as a lawyer
20 and as at the time this was about a year, two year
21 ago, I was President of the Wisconsin Black Lawyers
22 Association, and we kept getting tons of complaints
23 from, now this was about 2 years ago I'm speaking of,

1 not -- but lots of complaints from individuals who
2 had matters before the Fire and Police Commission and
3 they got no relief. I decided to just take on a
4 matter pro bono to represent someone before the
5 Commission to just see what the process was like and
6 find out firsthand. So, I became involved in
7 representing a person and someone said 6 months or
8 so. I think Mr. Soctt said he found that proceedings
9 would take 6 months. My proceeding took in excess of
10 a year, I'm almost sure, and this was a person with a
11 lawyer. And I would write and request the hearing
12 and request it and it's always it's adjourned, it's
13 rescheduled, the officers aren't there. It went on
14 like this with so many adjournements that it really
15 took more than a year to just finally get to a
16 hearing. And this was someone with a lawyer. So,
17 I'm saying when citizens have a complaint or a
18 situation with the police, I think, you know, it's a
19 combination of there's still bad actors out there,
20 plus the view that there's no relief in sight that
21 adds to the feeling of frustration. And if I may
22 take the opportunity, I'm sorry I'm long winded, but
23 following up on another coment Ms. Robinson made.

1 She told how she herself had been victimized. I,
2 myself, have been. She said she was, and I know of
3 her of some of the incidents she referred to. It's
4 general information about her, the victimization. I
5 was a victim of an armed robbery in the central city.
6 I was going to get into my car and someone came upon
7 me and robbed me at gun point. This was about two
8 years ago. I happened to have \$60 in my pocket. The
9 person took the money, told me to get back into my
10 car and give my car keys, which I did, and they would
11 throw the keys on the ground. That happened. I got
12 back in the car and my keys were left on the ground.
13 now after that happened, I was just relieved that I
14 had not been, you know, that nothing else had
15 happened, and actually I didn't call the police. It
16 was because when I went to work and I told people at
17 work the next day and everybody said, well did you
18 call the police? But my overall -- and I as a
19 person, a lawyer, you can say why didn't I call the
20 police and I know that by calling the police you know
21 it's only through reporting these that, but my
22 reaction was; number one, well after listening to her
23 about what happened when she called the police, that

1 was sort of my view in terms of calling the police.
2 I didn't really feel that there was any use. I
3 didn't feel that -- I felt like I would, I was
4 already a victim of that and I would now be a victim
5 of the police, so to speak, by going through the
6 process. And that was my reaction. Recently, or
7 more recently my car, as she said, my car was stolen
8 about three weeks ago and maybe she said how she
9 found hers herself. I did report that to the police.
10 I don't have it back yet. Maybe I need to talk with
11 her about how she found hers. But, I'm saying I
12 think people have these feelings of frustration. I
13 don't know if I've answered your question.

14 MR. SQUIRES: It seems that you're
15 suggesting there's still great hesitancy to report
16 anything, although I must admit that I'm intrigued at
17 this notion that if you have a lawyer it takes
18 longer. But, are you suggesting that it's because
19 there was a lawyer there that the person's rights
20 were protected rather than have the case just
21 dismissed out of hand?

22 MR. HALL: I don't know. I really don't
23 know. I can say by having a lawyer, of course, the

1 police union they are generally represented by Mr.
2 Murray, so they maybe -- I don't know from people,
3 from time to time, but they had a lawyer and so it's
4 always a matter of scheduling and re-scheduling and
5 having a pretrial. And I, as a lawyer in that
6 process, I participated. I would contact the
7 Commission and say when is this being rescheduled?
8 But, I really wanted to observe sort of how long will
9 this take to -- I didn't belabor it, not like I
10 shuffled off and never called. I would call and
11 follow up, but I was sort of interested in seeing how
12 long the process would take, and it took a great deal
13 of time. It took what I thought to be an
14 unreasonably long time to finally bring this matter
15 to a hearing.

16 MS. ROBINSON: I think I need to say
17 something about my victimization. I don't know if I
18 said it before. I was victimized. It was clearly
19 racially I was afraid. The difference is the
20 administration is if that victimization had taken
21 place during the Bryer days I would have had nobody
22 to call, but because it took place under the new
23 regime, I think Sarnick, I was able to call down to

1 the station and they called down to the
2 administration and it took less than, I think they
3 got the guy, you know, out after the shift was over,
4 he came back, he apologized. He said, but I didn't
5 know who you was. I told him it didn't make a
6 difference who I was. But just average citizens
7 should not be treated that way. And he tried to
8 explain to my why he reacted, his fears or whatever,
9 and because things were in place where you could, when
10 Scott and I remember the days if you call, they
11 probably come down and pick you up or something. But
12 we did get in. Not only that, I have to say, and I
13 think this is you have to write on the police union
14 also had heard over the mike that my purse had been
15 snatched and less than 24 hours the policeman had
16 taken up a collection of \$600, the policemen did, and
17 many was white. In fact, I think most was white.
18 So, to balance the scales of justice, the difference
19 between the old system is nobody would have give up a
20 dime and nobody would have cared and you cannot
21 though in all the century of abuse, police brutality,
22 no redress of grievance, no matter what chief is in
23 one administration, how things change. People still

1 have that fear and that perception, like even me,
2 knowing the chief and knowing everybody that I know,
3 the traumatic experience I had, I still would have --
4 I still would stop and think because you don't want
5 to be traumatized like that. That is the worse
6 feeling in the world. So people, yea, are still
7 fearful to call, are still fearful to go file a
8 complaint, and very few complaints ever has been
9 redressed, sincerely redress of grievance. As we win
10 a few, I think the new day will be coming where
11 people will feel comfortable and will -- I feel that
12 in time we will be able to regain the confidence of
13 the people. It's like when you advertise in the
14 Journal Central for people for jobs and you know in
15 Westly, our people won't always respond because
16 historically when you advertise in the Journal it
17 doesn't mean they want black folks, that means they
18 want white folks. Now the people mean they want
19 black folks too, but because of the perception of
20 that -- but we are working on that perception,
21 fortunately. Our news media print, they try to put
22 the poor man in a trap or something. They sit and
23 watch for him to make any mistake, they put on the

1 front page. They say very seldom, if ever, do you
2 see them write up anything about the wonderful
3 programs and the good police community relation
4 that's going on, the little human interest stories,
5 there's a million of them that happens everyday
6 within the Police Department.

7 MS. KIRAM: I know that there are a lot of
8 white police officers in the Department that are as
9 caring and as sensitive like we would like to expect
10 of them. Since there are a lot of African-American
11 community-based groups that advocate for the
12 African-American community, has there been an effort
13 on anybody's part to help educate the white police
14 officers into the culture of the blacks so that they
15 would understand how things go? I know that many of
16 us become victims of let's say another person or a
17 white police officer might take me bad the way I
18 perceive only because I'm very defensive and probably
19 as a result of trauma that I received from a
20 particular experience. So they are reacting to the
21 way I'm reacting, so I get more than I probably would
22 have. But, see there are cultures that are like
23 that. There are cultures where people raise their

1 voices because in their culture that's the way to be
2 heard. There are cultures where your attitude is who
3 do you think you are? There are other cultures that
4 say well, maybe you don't know who I am. But if we
5 educate these people in our community, with our own,
6 maybe they will respond better if they understood us
7 inasmuch as what I'm saying is inasmuch as we will
8 have as many minority officers in the next five years
9 or I hope, maybe it would help if we as communities
10 or community organizations educate those in the
11 police force to understand our culture and then maybe
12 we would be able to --

13 MS. ROBINSON: I feel just like you, so I
14 presented that proposal and said we don't want any
15 money, we just want the recruits to come through. We
16 can share and they can share with us how they feel.
17 We can get to know each other and once you got to
18 know each other, it makes it better for everybody.
19 We're the ones who council with the Dahmer family
20 victims. After that, the police, they did enact and
21 right now at our place every recruit comes through
22 our place. We have a group of 30 to 40 recruits for
23 two days. Each one spends two days at our place.

1 They going to be spending time at another community
2 organization where we do introduce them to the
3 African-American culture that is taking place, and
4 it's making a difference because we see those
5 recruits when they become officers. They feel a
6 little bit more friendly about coming into the
7 community. They get to know our kids, our people,
8 our culture, and with us we're a multi-cultural, too.
9 We have Mexican Americans, Latinos. So we teach them
10 too, about them so that it can be a better day. So
11 that also is happening now.

12 MR. SCOTT: And it ought to be added that
13 there's an approach to this in terms of the police
14 academy. They do have, I guess you would call it
15 insensitization. My only question is the correction
16 on content. But I can say at least there is some
17 exposure, even in the training academy in terms of
18 culture. But I do not know the content of the
19 curriculum.

20 CHAIRPERSON SHANKMAN: Well, I'd like to
21 thank our panel very much for their information and
22 remind everyone that in about 15 minutes we'll be
23 reassembling for the public forum.

1 MR. SCOTT: I want to also thank you very
2 much.

3 (A brief recess was taken.)

4 CHAIRPERSON SHANKMAN: We're ready for the
5 open session. If anyone would like, we do have a
6 kind of an amendment to our agenda and we are going
7 to have a more extensive presentation by a group of
8 officers known as Leocard, however they're not ready
9 to speak yet, I believe. So we will at this point
10 just call for anyone who wishes to address the
11 Committee. And we do ask that public statements be
12 limited to five minutes per individual. But as with
13 all other individuals, we will except more extensive
14 written comments and the record of the proceedings is
15 open until May 28th. So, you have some time to get
16 those together. Anyone wish to come forward at this
17 time?

18 Would you please state your name for
19 the stenographer?

20 PUBLIC SESSION

21 BARREN MC COMBS

22 My name is Barren McCombs, and I think
23 I represent solely myself. I just happen to be in

1 the building for a conference upstairs and I came
2 downstairs and I saw this, which happens to be the
3 only notification that I knew that this was even
4 going on. I have a lot to say and I think there's a
5 lot of people in the community who have a lot to say,
6 but if they received the same kind of notification
7 that I did, it's apparent and pretty obvious that
8 someone did not want this information to hit the
9 community that this meeting was, in fact, going on.
10 So I'm angry, I'm upset about that that this thing
11 was not publicized. I do listen. I watch the news
12 probably two or three times a day. I read quite a
13 few of the newspapers, so I have absolutely no idea
14 how you guys announced this. But I'm pretty upset
15 because I didn't hear about it and I'm quite sure
16 there's a lot of people in the community who haven't
17 heard about this either. So I'm just going to
18 observe and see what other people are saying. I know
19 you have this committee here, this group here from
20 the police officers and I'm quite sure that they're
21 well-versed. They have a written statement, prepared
22 statement on things that they want to say, but I
23 think you're probably going to get exactly what it is

1 that you expected to get in this meeting because you
2 absolutely did not announce any of it through the
3 community. So, you'll get a onesided picture of
4 what's going on.

5 MS. MC FADDEN: Sir, let me make one
6 correction.

7 MR. MC COMBS: Yes, please do.

8 MS. MC FADDEN: As a part of the Advisory
9 Committee for Civil Rights, we cannot hold a public
10 hearing without advertising, and it was advertised.

11 MR. MC COMBS: You didn't do -- you don't
12 do a very good job of advertising because I watch all
13 the news here for the City of Milwaukee. I've read
14 the papers and I haven't seen it anywhere. I just
15 happen to be walking downstairs from a conference
16 that I attended upstairs.

17 CHAIRPERSON SHANKMAN: One suggestion I
18 would have is the staff members could tell you
19 exactly what steps were taken to advertise it, this
20 meeting, and we also would like to let you know that
21 we're having another, a second day of hearings going
22 on tomorrow and there will be a second public
23 session.

1 MR. MC COMBS: I read that about the one
2 tomorrow.

3 CHAIRPERSON SHANKMAN: Okay, and we will be
4 willing to certainly entertain whatever--

5 MR. MC COMBS: Hopefully this evening I'm
6 going to certainly prepare something and tomorrow
7 I'll have something to say.

8 MR. SQUIRES: I think it's important to
9 say, correct me if I'm wrong, that press releases
10 were sent to all the major media and we just, we
11 don't have--

12 MR. MC COMBS: You know, I know there's a
13 lot of people in the community have a lot of things
14 to say. It's some very prolific speakers in the
15 community who can tell you exactly the feelings, the
16 frustrations, the anxieties and the pressures of the
17 people in their community; constituents, fellow
18 citizens, they can tell you those things. But, and I
19 consider myself a person who read almost everything,
20 because I just happen to see this laying on the table
21 and I picked it up and I read it. So I read
22 everything. And if I didn't see that and I read all
23 the papers and I listen to all the news and I didn't

1 hear any of this stuff, then I'm kind of wondering
2 what kind of efforts were made to get this to the
3 general public. And taking a look at the showing
4 here, and I'm -- and I know there's a lot of people
5 have some solid things to say, taking a look at the
6 showing here, it's pretty obvious that if the
7 majority of the community did not walk into this
8 hotel or don't walk into this hotel and just pick up
9 things off tables, then quite naturally they're not
10 going to get the information that this thing has even
11 taken place.

12 CHAIRPERSON SHANKMAN: Peter, could you
13 explain how --

14 MR. MINARIK: I'll tell him after the
15 meeting is over.

16 MR. MC COMBS: Please do. I'd like to know
17 because I'm so angry, I'm so upset. I'd like to know
18 right now. It's an open mike.

19 CHAIRPERSON SHANKMAN: Could you just tell
20 generalities.

21 MR. MINARIK: The press release was
22 prepared and it was sent to all of the major
23 newspapers, major radio stations, the television

1 stations, I forget the list. And in addition to
2 that, yesterday I followed it up with personal
3 contacts at many of those institutions. In addition
4 to that, a notification was given by telephone to at
5 least a dozen community organizations as well as the
6 major organizations such as the Urban League and the
7 NAACP.

8 MR. MC COMBS: You said you followed up,
9 what was the extent of your follow up? I know you
10 said you called a couple of newspapers
11 telephonically?

12 MR. MINARIK: Yes.

13 MR. MC COMBS: Were there any
14 advertisements or advertisement printed?

15 MR. MINARIK: No.

16 MR. MC COMBS: Were there any public
17 announcements made over the radio?

18 MR. MINARIK: Not that I know of.

19 MR. MC COMBS: Were there any public
20 announcements made over the television?

21 MR. MINARIK: Not that I know of.

22 MR. MC COMBS: Then absolutely what good
23 was your follow up if you didn't go behind that

1 follow up and tell these people I want these things
2 printed, I want this information to get out?

3 MR. EASTMAN: If I could just comment --

4 MR. MC COMBS: Pardon me. I do public
5 service announcements with quite a few of these
6 organizations here, quite a few of the radio
7 stations, quite a few of the television stations, and
8 even the newspapers. And there's a lot of things
9 that they print from my organization which I will not
10 mention what my organization is because I'm
11 representing myself and I follow up and I'm very
12 assertive and I tell these people I want these things
13 to be aired and I even go as far as to question their
14 patriotism and loyalty because I care about my
15 organization and what it is I am trying to do. So,
16 in my opinion, if a person cared about their
17 organization and what they were trying to do, then
18 they would be persistent to ensure the information
19 they are trying to get out gets out. So, yes, I
20 appreciate the fact that you made an effort, but my
21 opinion, and as far as I'm concerned, the effort you
22 make is proportional to the commitment you have to
23 what it is you're trying to get across.

1 CHAIRPERSON SHANKMAN: Thank you very much
2 for your information and we look forward to hearing
3 your more substantive statement tomorrow.

4 Now, you arranged earlier to speak to
5 us and we ask that you state your name for the
6 stenographer.

7 EINAR TANGEN

8 My name is Einar, E-i-n-a-r, last name,
9 T-a-n-g-e-n. I'm speaking as private citizen,
10 although I'm on the board of a non profit
11 organization called Lao Family, Inc.. I was
12 participated in the Mayor's blue ribbon commission in
13 regards to this issue, not as an appointed member. I
14 was asked by Choi A Shun, who was the executive
15 director of the Lao Family --

16 CHAIRPERSON SHANKMAN: We can't hear you.

17 MR. TANGEN: I'm sorry, is that better? I
18 was asked by Mr. Shun to help him in dealing with
19 some of the issues. He's been in the country about
20 ten year, but his command of some of the nuances of
21 the language weren't there, and he asked if I would
22 participate, and I attended, I believe, all but one
23 of the events that were connected with the blue

1 ribbon commission and also participated in the
2 writing of it in terms of, they were gracious enough
3 to allow me to make comments, et cetera.

4 In approaching this I was interested to
5 listen to the comments of the commission and also the
6 chief because I recall sitting on your side of the
7 bench and hearing almost exactly the same thing, and
8 I sensed that while you were speaking that there was
9 a little bit of frustration about some of the things
10 that were being said or not being said or some of the
11 issues dealt with or not dealt with. On that basis,
12 I thought about it and I've decided I would like to
13 speak and tell you a little bit from my perspective
14 what the blue ribbon commission arrived at. We did
15 come up with 52 or 53 specific things. I would ask
16 that you look at those very carefully and follow up
17 specifically with what has been done. One of the
18 problems that we encountered from going through a
19 very large number of people and things is that things
20 were always in transition. At that juncture the
21 chief had been in place two years, a little over, I
22 believe, and there was he expressed a number of
23 concerns about the difficulties of walking into a new

1 town and in this type of situation, and it was very
2 enlightening to hear what he had to say. Our
3 question was, what is your plan? What is your time
4 table? When can we see this? What do you hope to
5 accomplish? And can you give us some very specific
6 details about what's going on? To my knowledge, this
7 has not ever been revisited by the blue ribbon
8 commission. We were going to meet, I believe, at a
9 three and six month period and have a report and
10 follow up. That, unfortunately, did not occur. That
11 is unfortunate. Now you are in a position
12 approximately going on two years later where you're
13 revisiting the exact same ground that we looked at in
14 terms of trying to solicit response. I think, under
15 the circumstances, it might be wise to remember that
16 everyone -- this is a very small community, as you
17 probably all know, everyone knows each other. I knew
18 all the people who testified by first name. I would
19 invite them to my home, have dinner with them, have
20 discussions with them. But we all have very
21 different viewpoints as to what needs to be done.

22 One of the things we were very
23 concerned with is that there be some objective

1 standards to be judging the leadership that was
2 happening and there's a very strong sense, and I
3 don't know that that was conveyed this morning, that
4 there is, in fact, a violation of civil rights, not
5 by necessarily direct act, by possibly by omission in
6 the sense that the Police Department isn't always
7 able to render the type of services that people
8 expect. What the exact nature of that problem is
9 hard because all the information is anecdotal. But I
10 can tell you speaking from the southeast Asian point
11 of view, the reason it is all anecdotal is because
12 they were so discouraged when they approached police
13 officers in the field and then went through the
14 actual process of going through it, the questions
15 that we have were why is the police complaint process
16 so cumbersome? Please look at that, follow through
17 on that and see exactly all the steps that can occur
18 in that. Now, having said all these things and
19 asking you to ask very specific questions about what
20 has been done that has been accomplished rather than
21 what is in progress, I would like to point out that
22 something that was said earlier is true. Very few
23 people I knew had any particular problem with any

1 police officer, and I think you would be sorely
2 misdirected if you were to start pursuing the police
3 officers as an entity as the problem in this
4 particular case. They are individuals who are part
5 of an organization, an organization cannot
6 necessarily solve all the problems, but it has to
7 have some sort of internal direction. On the basis
8 of that, I think it's more important to look at
9 exactly what changes have occurred. We were quite
10 struck by the fact that there were a number of orders
11 which were being issued as new orders, however they
12 still had the names of prior Chief Sarnick and Bryer
13 on them. These were being issued as new; however,
14 they were being issued by an administration two years
15 into it's own cycle, and they were -- and there were
16 questions about that.

17 Now, we in looking at that we got a lot
18 of questions about what was actually being pushed
19 forward and that was to a large extent the source of
20 our frustration. I had prepared a nice speech, but I
21 left my pad in the back at another meeting. Could I
22 answer any questions for you?

23 CHAIRPERSON SHANKMAN: One thing I would

1 encourage you to do, if you could find the time would
2 be to give us a copy of the speech that you had, in
3 fact, prepared. We certainly would welcome that kind
4 of information that your unique position would give
5 us.

6 MR. TANGEN: I don't know if I'm unique.
7 I'm sure you've heard from people who participated on
8 that and each one of us have our own "unique" view on
9 that. I can only offer what I, as an observer on
10 that committee sensed at the time. There were a lot
11 of discussions along with the people who testified
12 today about their frustrations, about being in
13 exactly the same situation that you're in trying to
14 ascertain these things. I would only ask that the
15 fate of your committee does not meet with the same
16 fate that ours did in the sense that it has since
17 dissipated and joined the ranks of many, many, many
18 other things. I don't know if you had a chance to
19 listen to Wesley Scott, but he struck me with his
20 long memory of 15 or 20 such committees that he has
21 participated in in one form or another over the years
22 and he says it's been studied to death, when is
23 something going to happen?

1 Oh, one other thing I, in terms of
2 designing systems which will give you the information
3 that you desire regarding the race of victims and
4 things like that, that's one of my specialities. I'm
5 not trying to sell my wares, what I'm telling you is
6 it can be done, it's not necessarily an expensive
7 item. It depends on how you want to use the
8 information and how important it is objectively. It
9 would not be a situation, I don't think, where you
10 would be generating large amounts of useless
11 information. I think this could be generated very
12 easily.

13 I participated on a legislative
14 committee for the rewrite of the laws regarding jury
15 selection and that same issue came up and the same
16 butter bear was waved in the face, no one knows
17 anything about that stuff. It costs millions in
18 programming, things like that, computers. Quite
19 frankly, what we did is we just marked on the form
20 that jurors, potential jurors would fill out a little
21 box that said please fill in your race and we gave
22 them a choice and the reason we did that was so that
23 if there was any question, somebody could go back

1 manually, if they wanted the information badly
2 enough, and check and do a percentage count and that
3 way there wouldn't be any question and it wouldn't be
4 a question of relying on anecdotal evidence.

5 CHAIRPERSON SHANKMAN: Thank you very much.

6 MR. FUCHES: Good afternoon.

7 CHAIRPERSON SHANKMAN: Please state your
8 name.

9 MR. FUCHES: My name is John Fuchs,
10 F-u-c-h-s.

11 JOHN FUCHS

12 I'm an attorney. I'm initially born in
13 Milwaukee, and it's true that among the things I do
14 in the course of my practice is represent an
15 organization called LEOCARD and that that
16 organization is in litigation with Milwaukee. That's
17 not the reason that we are here. We're not here to
18 talk about that organization or to talk about that
19 suit, instead I would like to take just a very few
20 moments to just make a couple of points that we would
21 ask that you consider.

22 In the course of my practice I've had
23 the opportunity to represent an awful lot of

1 Milwaukee police officers. At any given time I
2 represent 30 or 40. I'm sure I have files open for
3 at least a dozen black officers at this time. But,
4 one of the things I've noticed, and I want to share
5 with you is this, I know an awful lot of members of
6 the Milwaukee Police Department that carry with them
7 a resentment, a resentment that often pervades the
8 approach to your topic that being provided police
9 protection for the African-American community, and
10 that resentment is directed to those who assume that
11 white male police officers cannot provide protection
12 objectively and fairly in the African-American
13 community. That a white male cannot be sensitive to
14 a female, cannot be sensitive to a member of the
15 minority community. Their message, very simply, is
16 in whatever facts you find, please find that the real
17 race we're all members of is the human race, and you
18 do not have to in some way exclude white male police
19 officers from assisting in providing protection to
20 the African-American community.

21 Those who did ask me to come here asked
22 you to consider that perhaps one of the best ways of
23 providing good and adequate police protection, not

1 only in the African-American community, but in the
2 City of Milwaukee, in any city, is to stress
3 qualifications for being a police officer. To not
4 recklessly lower or abandon them just to arbitrarily
5 say, well we must now be protecting the
6 African-American community because after all our
7 Police Department is now X percentage
8 African-Americans. It is their belief that that does
9 not follow. That that's an erroneous factual
10 premise.

11 It is also important to understand that
12 if the approach to protecting Milwaukee's
13 African-American community inherently is destined to
14 involve discriminatory practices as to white males,
15 that you inherently cause resentments that are not
16 healthy. They are not healthy for any community.
17 It's very difficult for an officer to spend many
18 years in inner city areas within the community to
19 break up bar fights by guys that are an inch away
20 from playing in the NFL, to pull a kid out of a
21 burning building after the Fire Department has
22 already decided they're not going in anymore, to do
23 all of that sort of thing and then to be called a

1 racist if they resent that they're passed up for
2 promotion. That doesn't necessarily follow. So, the
3 only thing that we would ask is please find any and
4 every means you can to improve police services, but
5 please don't base those findings on any erroneous
6 assumptions, particularly that other than members of
7 human race can provide the protection and good
8 services to any part of any city.

9 Thank you.

10 CHAIRPERSON SHANKMAN: Thank you very much.
11 We have some more time left. Is there any other
12 members of the public who wish to address the
13 committee? We ask you to limit your statements to
14 five minutes. We will consider additional
15 information if you like to submit it.

16 AUGUST BACKUS

17 Good afternoon, my name is August
18 Backus. I live at 2977 North 39th Street and have
19 been involved with neighborhood groups in the near
20 west side for, I guess it's right on a third of a
21 century now. And I guess I misunderstood what I was
22 being invited to when I received the phone call
23 yesterday from a sergeant in the Police Department.

1 I thought that he said that this was a hearing of the
2 Civil Rights Commission, which I assume to mean the
3 U.S. Governmental body, and that it was about the
4 relationship between the Milwaukee Police Department
5 and the African-American community. From what I've
6 heard in the brief time I've been here, it seems to
7 be more internal to the Department.

8 CHAIRPERSON SHANKMAN: No, this is -- we are
9 the Wisconsin State Advisory Committee to the U.S.
10 Commission on Civil Rights and we are looking at the
11 issue of the delivery of police services to the
12 African-American community. What you've been
13 listening to now is our public forum in which we had
14 no control of the agenda; and therefore, you know we
15 are hearing what is on people's minds at this point.

16 MR. BACKUS: Well then I will share with
17 you what my reaction was to that phone call
18 yesterday. My reaction was why haven't there been
19 posters in windows in the central city for the last
20 month saying that you were going to have this
21 hearing? And why isn't this hearing somewhere
22 between Martin Luther King Drive and 27th Street and
23 between Juno and Capital? What are you doing here in

1 the Rembrandt room? This is -- if you really wanted
2 to hear what's going on in the black community, for
3 crying out loud, you've got to go there. This is
4 ridiculous. Thank you.

5 LAVERNE MC COY

6 Good evening, my name is Laverne McCoy,
7 and I'm President of the Boy Organization, and I'm
8 also a police officer and I want to state that I've
9 seen some positive things happening with the
10 Milwaukee Police Department. Number one, the
11 additional hiring of minorities, that's been very
12 important and very effective with our mission
13 statement to police providing protection and a sense
14 of security for everyone, we need the Police
15 Department to reflect the community in which we
16 serve. And another positive thing that's been
17 happening in the Milwaukee Police Department is the
18 community-oriented policing. We have programs like
19 DARE, PAM, Teddy Bear, We Care Program, crime
20 prevention, the GREAT Program, and we are beginning
21 to realize that we need that in order to make a
22 difference and to impact on the most needy of our
23 citizens. We're beginning to look at the population,

1 the troubled population. A lot of people say, well,
2 the black people are getting most of the service.
3 We've got people on the south side that feel that
4 police officers should not go over on the north side
5 and render police service. These are our police, we
6 want to keep them over here. That's crazy. You are
7 an employee by the City of Milwaukee, that means the
8 total city, and I commend the lawyer for LEOCARD for
9 recognizing that. But you have a lot of selfish
10 people that feel that they want to keep their coppers
11 on the outside on the southside. You have people
12 feeling that we've got let's say a ratio of 80
13 percent gang members who are hispanic and black, but
14 yet and still you look at the gang squad and it's 80
15 percent white who are the officers. Now, in my
16 opinion, sure, they know how to do police work, but
17 you have to go another 9 yards. You've got -- I feel
18 black officers, it should be 80 percent black or
19 hispanic because there is, you know the language, you
20 know, the people. In looking at your programs, if
21 you look at the needs of the people that you're going
22 to serve, the community you're going to serve. Why
23 send a white female to a pilot program that the New

1 Initiative which is totally an African-American boys
2 school, and send a DARE officer in and these are all
3 males, they need African-American role models. I see
4 if you send in a white female or a black female in
5 that regard, you're wasting your time, it's money
6 thrown out the window. These kids will be better
7 served with a black male. This is what they want,
8 this is what they need.

9 The Milwaukee Police Department is
10 beginning to address these problems and respond to
11 the needs of the community. A lot of people don't
12 like that. They think we're the police, we want to
13 give you what we say you can have, end of story.
14 But, these are some of the positive things that I see
15 that's going on in the Department, and I think these
16 programs should be continued. Thank you.

17 MR. EASTMAN: Would you respond to a
18 question?

19 MS. MC COY: Yes, sir.

20 MR. EASTMAN: I've heard a lot over the
21 course of the day that the reason there aren't
22 promotions within the Department of African-Americans
23 and minorities, it seems to come around to the

1 ability to pass a test. And then I hear some people
2 speak about the subjectivity of these exams, maybe
3 that they're graded by one male white grader. Do you
4 believe that the selection process is fair? There
5 seems to be some statements that, you know, the
6 reason that there's 80 percent white on these jobs is
7 because they're day jobs and minorities can't go into
8 day jobs? I don't know, because they can't pass a
9 test.

10 MS. MC COY: That's totally false, in my
11 opinion.

12 MR. EASTMAN: Why? Can you tell me why?

13 MS. MC COY: We're having minority
14 officers, given the opportunity, they're as good or
15 better than our counterparts. Just let me give you
16 an example. I've been at crime prevention for two
17 years. Crime prevention was established in 1985. We
18 had nothing that was created out of there that was a
19 total Milwaukee project, Milwaukee Police Department.
20 I was there a year and a half and I started creating
21 a program. I wrote a \$30,000 grant for it. I got
22 them to award me the money. I wrote a book, a
23 hundred thousand copies going to the City of

1 Milwaukee school children to implement the gun safety
2 program. Now people would have told you had not been
3 for the League of Martin and other people opening
4 doors for me to get on the Police Department because
5 I'm short, female, and black, this Milwaukee Police
6 Department would not have that program. I think
7 given the opportunity, we can do anything better, if
8 not as good, better than the people that are already
9 in place. All I say is open the door, we will prove
10 that we can do a better job or as good a job.

11 MR. EASTMAN: Can you explain to us the
12 selection process; the number of graders, ethnic make
13 up? How would you progress in a career path?
14 Someone mentioned it this morning, but I'd like to
15 hear it again.

16 MS. MC COY: I have that information, I
17 didn't bring it. I came specifically to talk about
18 the community aspect, the programs and stuff and I
19 didn't -- that's another fight, okay?

20 MR. EASTMAN: But, isn't it the fight that
21 would lead to the quality and quantity of service?

22 MS. MC COY: Yes. What I'm trying to tell
23 you, I did not bring that material with me today. I

1 came totally focused on community-oriented policing.

2 CHAIRPERSON SHANKMAN: I believe we should
3 allow the witness to set her own agenda.

4 MS. MC COY: And that was my agenda.

5 DWIGHT LOVETT

6 Good evening, my name is Dwight Lovett,
7 I am a police officer for the City of Milwaukee
8 Police Department. I've been there for about 9
9 years. In answer to your question that you're asking
10 on the exam, promotional exam. For example, like to
11 the detective promotional exam, I finished like 108
12 on that examination. I think the test itself was
13 very fair, I had no problem with the written portion
14 of the examination. I had a small problem with the
15 written assessment, and basically what that is is
16 what the gentleman was explaining today. I think it
17 was Felmers Chaney, the President of the NAACP, that
18 you have to go through an assessment and basically
19 what that is is you're given a scenario that's put on
20 a screen for you and it's a crime scene and you write
21 a report on what you observed on the scene and then
22 you go in front of an oral interview, and depending
23 on who you get -- also people are explaining to you

1 that what the detective exam, for example, I sat down
2 with several officers and while we were studying, I
3 basically could pick the top, within the top ten
4 people that were taking that test where they would
5 finish, and that's some of the things that you're
6 hearing. And basically we know within the Milwaukee
7 Police Department which officers are favored and
8 which officers are going to progress. The rest of us
9 struggle, basically. We take examinations to try to
10 better ourselves, but we know that the stumbling
11 blocks are there. Many are called, they let us all
12 come, but only a few are chosen. The ones that are
13 chosen who are in agreement with the Milwaukee Police
14 Department. And if I stand up tomorrow and say that
15 this chief of police or the Milwaukee Police
16 Department discriminated against me, I'm not going
17 anywhere on the Milwaukee Police Department. I have
18 to write a perfect examination. I have to write a
19 perfect oral assessment or a written assessment, and
20 then I still have to get over the hurdle of sitting
21 in front of a panel of people who are going to judge
22 me. So, am I saying that it's racist, yes, I'm
23 saying that it's built into the system. But, I just

1 wanted to give you a little information because you
2 asked that.

3 The thing that I wanted to address
4 though was that today when I sat here and I listened
5 to Chief Philip Arreola speak, one thing really
6 bother me, Chief Arreola said that after the decision
7 with the beating of Rodney King that the reason that
8 the people didn't come out and riot and tear up L.A.
9 was because the police force that was on the street.
10 He did not give us credit as a people for not coming
11 out and rioting and tearing up things because we got
12 justice. He didn't give us that. What he said was
13 because we were able to put all these policemen,
14 national guard on the street, that we prevented them
15 from coming, and I don't think that's the case, and I
16 think that if that jury had come back initially with
17 the correct verdict, we would not have been in the
18 street, and that's what we're talking about here.
19 And when he made that statement, to me he told me
20 that the mission statement that he wrote for the
21 Milwaukee Police Department means absolutely nothing
22 because he's saying if I can put enough Police
23 Department on the street, I can make you do what I

1 want you to do. But then he's going to tell us about
2 community-oriented policing. Also, he had a captain
3 sitting here with him who was lieutenant at District
4 number 5 who told me when I turned in an overtime
5 card for filing reports, that he was not going to
6 grant my overtime. He looked at my dispatch sheet,
7 PD 10 or whatever you were asking for today, the
8 dispatch sheet and asked me what were you doing
9 between these times? I said, well I was doing what
10 all policemen do, I was patrolling. I was checking
11 the alley. I was looking for trouble. And that same
12 captain who is now saying he's for community-oriented
13 policing told me no, you don't drive around and look
14 for crime, you go, you take it, you file reports so
15 we don't have to pay you overtime. The bottom line
16 is here money is more important to the City of
17 Milwaukee Police Department than preventing crime.
18 Thank you.

19 CHAIRPERSON SHANKMAN: Do we have any
20 additional persons?

21 JAMES BARRETT

22 My name is James Barrett, and I'm a
23 volunteer with the American Civil Liberties Union of

1 Milwaukee, Milwaukee Chapter, and for the past year I
2 have -- I'm a retiree. I've had time to do it. I've
3 familiarized myself to a considerable extent, but I'm
4 a long way away from expert on the police/community
5 relations and some of the problems. I'm very -- I'm
6 in close touch with several groups in the city who
7 tipped me off when there's a meeting of this sort and
8 so on or something that I might be interested in.
9 I'm on the mailing list for several of them and go to
10 their meetings on a regular basis and I didn't hear
11 about this until this afternoon, and when one of the
12 people who is deeply involved for the last 30 years
13 as anybody in this city and this issue found out
14 about it yesterday and called me today to tell me
15 about it. So, I agree, again, with what two other
16 people have said before me that this was very poorly
17 publicized if I didn't hear about it, and
18 particularly if he didn't hear about it until
19 yesterday. That's short notice and inadequate
20 notice. And he was -- didn't hear of it through the
21 way the number of community groups that he works with
22 or not the ones. The source of the information, it
23 came through the Police Department because they know

1 how deeply involved he is, and that's Mr. Backus who
2 spoke here very recently.

3 One of the things that has reoccured
4 again and again, and you could call it anecdotal and
5 I wouldn't mind if you did, the experience of more
6 than one group is that the entire complaint
7 procedure, particularly with the Fire and Police
8 Commission, I am not as familiar with the one where
9 you complain to the Department itself. But, the Fire
10 and Police Commission which is made up of citizens
11 who are appointed by the mayor and are, so to speak,
12 representing the City, the public in it's relations
13 with the Fire and Police Departments, the procedure
14 by which they have complaints filed is one which
15 understandably enough has some provisions in it that
16 will allow for frivolous complaints to be not
17 considered. But, it goes far beyond that. It's
18 still incumbent upon the person making the complaint,
19 and they have to go through such a process, not to
20 mention that they have to come to the Police
21 Department downtown, First District, come up to one
22 of the top floors and entire that area which it can
23 be intimidating to a person who is frightened by a

1 badge, to begin with, and file their complaint and
2 then get a representative, an attorney who is willing
3 to spend the time for no money, because there's
4 nothing in it for them. And the whole process is one
5 that I've heard over and over leads to grinding a
6 person up and spitting them out. It doesn't work for
7 them on a good basis. There is the structure of the
8 thing which is rather detailed and I'm sure you
9 probably have copies of the complaint procedure.
10 this is one that's made to order to not just
11 discourage complaints, but almost completely prohibit
12 them. It takes a long time and a lot of courage and
13 stamina on the part of the complainant to go through
14 with that process. One thing has been, why not
15 remove the complaint procedure location to some place
16 out in the community where it could be filed without
17 that kind of intimidating atmosphere? But that's
18 just a minor point compared to the rest of it. Thank
19 you.

20 MR. TANGEN: I'm sorry it's been so much
21 talk of community oriented policing, I sometimes
22 forget to give my views on it. We had the wonderful
23 benefit of a number of people who came before the

1 blue ribbon commission and explained community
2 oriented policing to us. We also Stan Stojkovic had
3 done some work on that. One of the confusing things
4 covers a multitude of signs describing anything you
5 want it to be. It can be anything from a
6 "programmatic approach" where you institute
7 individual programs which are a type of community
8 policing program versus what on the other end happens
9 is a complete transformation of the Department along
10 community policing lines. One is a series of
11 programs, the other is a change in their corporate
12 culture, as you may -- which affects that. Both of
13 them are aimed at diffusing the friction which occurs
14 between the front line of our society, the law
15 enforcement and the populous which they encounter. I
16 hope you will be able to review the report of the
17 Commission and see what insight it had particularly,
18 not most remarkably memorable was Mr., I believe it's
19 Rosenberg from South Carolina, Charleston, who had
20 done an amazing job. He was not -- he was a real
21 cop's cop and that's how he described himself. He
22 went on the beat at least once a week and he had done
23 a remarkable job, not along the lines of going out

1 and saying, oh I'm going to protect, I'm going to get
2 rid of racism, or I'm going to get rid of crime.
3 That you cannot possibly expect the police force to
4 do that. It's not their job. Their job is as a
5 front line, like I said, one of the friction points,
6 however, he was able to accomplish a lot by simply
7 instituting results which were, he says I never asked
8 any of my police officers why they shot anybody. I
9 first asked them why they had their gun out of their
10 holster because if they shot somebody, my assumption
11 is that their gun was out of the holster, that they
12 should have shot that person because it would only
13 have been in self defense. He had a number of rules
14 that he generated from the day that he got there
15 which brought about this transformation. He was an
16 exceptional, very rare individual also. And I'm not
17 saying that this is something that can be easily
18 done, but paying attention to the different views as
19 to what encompasses community policing and how it's
20 being used in Milwaukee might be useful because I was
21 extremely confused when I heard so many different
22 versions until I figured out that there's a spectrum
23 of these issues. Thank you.

1 CHAIRPERSON SHANKMAN: I would like to ask
2 you just a brief question. From what we've heard in
3 reference to community policing, it seems to
4 encompass the programmatic approach that DARE
5 Program, the GREAT Program, the PAL and so forth. Do
6 you think that there is a movement in Milwaukee?
7 We've had witnesses this afternoon who suggested that
8 the transformational approach is really the more
9 promising of community policing, and from your
10 perspective on the blue ribbon commission, do you see
11 a moved on the Milwaukee Police Department towards
12 that more transformational community approach?

13 MR. TANGEN: First, I was staff, I want to
14 make that very clear. I had no official position on
15 there. That seemed to be a sore point between what I
16 believe to be the majority of the blue ribbon
17 Commission's tasks have as to how community policing
18 should go on. If you read the closing minutes, it
19 was asked that a specific plan brought up to address
20 these issues which could only be a transformation of
21 the organization. If you add them up and sum them,
22 it could only mean that was to be given, and then a
23 timetable was also to be given, and then there's

1 supposed to be follow up on that. That did not
2 occur, to my knowledge. I have not followed it
3 closely since then, but as an example, one of the
4 issues, because of the -- it bothers me that the
5 Dahmer incident has become a focal point because it
6 really shouldn't be the focal point. In fact, I
7 think it's an example. You should look at the
8 outburst of that and say what does it say about the
9 corporate culture of the Milwaukee Police Department
10 that that incident happens as opposed to what has
11 generally been done, blaming the messengers in that
12 particular case. But, because of the sensitivity to
13 Asian issues, for the first time in a long time,
14 Asians were asked to actually participate in one of
15 these things. And one of the indications was we have
16 nobody who speaks Mong or Croatian or Vitenamese and
17 this was all acknowledged by everything. And they
18 said, well, we have ways of getting around that. And
19 we requested, well, we'll call somebody and they come
20 along and they interpret. Well the person they
21 called was the person on the committee, but they
22 don't know that, okay, and he testified that in fact
23 he had been waived away from crime scenes, had been

1 threatened with arrests if he did not depart
2 immediately. Because of that, there was a renewed
3 interest in having Asians who spoke or anybody who
4 spoke a southeast Asian language who could help with
5 these issue. There are approximately 8,000 in the
6 greater Milwaukee metro area. They've been here in
7 the last ten to twelve years, some much newer.

8 There's always going to be problems,
9 especially in traffic stops where literally you would
10 read the report and obviously this person spoke no
11 English, so how could they possibly have given a
12 version as to what it was? There was no impetus or
13 direction for the police officer, and we're not
14 blaming the police officer. There was no means for
15 them to say, how do I get something out of his
16 individual? They did not have cards at that time
17 that said that well, one of the things, initiatives
18 that was spelled out, let's get somebody who speaks
19 the southeast Asian language who is on the police
20 force to deal with this. To this day I don't know
21 that anybody is. In fact, our community director in
22 the organization, which was doing this for free,
23 doing interpretation, has received increasingly fewer

1 calls, and we feel that to some extent it's been
2 ignored. In fact, we're getting rebuffed for having
3 said anything, which is unfortunate because Asians in
4 America generally do not speak up. It's within the
5 culture. The idea that authority, you're the nail
6 that sticks out, you're the first one to be hammered.
7 And when they have situations like this, and they
8 are, they feel they are justified in that belief,
9 that puts them further back in their shell. But, I
10 believe that happens with almost all minority
11 communities in Milwaukee and also the gay and lesbian
12 communities, they were quite active. I don't know if
13 they are going to be speaking here, but they were
14 quite active in a number of issues that they were
15 speaking about in that regard.

16 MS. MC COY: I would just like to add that
17 I've worked under Harold Bryer, Chief Sarnick and now
18 Chief Arreola and there is a slow transition going
19 towards community-oriented policing as the way we
20 will do business in the future, and even the police
21 officers on the street they understand that there are
22 benefits to them. It's better to have the people
23 responding to them as human beings and people that we

1 can depend on other than people, people who fear
2 them, people who may target them. During the Rodney
3 King situation, sure we were all in the academy, we
4 were taught all kinds of riot situations, and I was
5 getting coppers on the street that usually go out on
6 routine patrol a year ago, they would have said, I
7 don't know what the people in my neighborhood, in my
8 squad area is thinking. I know they don't like me.
9 They don't talk to me, but they talk to these people
10 now and they actually was telling me that the 7th
11 floor management was way off base because the people
12 in Milwaukee, the people that I patrol, I don't think
13 that they're going to riot. And I listened to that
14 and what I'm hearing is here you have police
15 officers, white, black, female, they're saying I
16 don't think the people in my squad area would
17 participate in any of that. And what are you
18 hearing? These people talk to these people. They
19 know the people they're patrolling and whether they
20 know it or not, it's been a real big jump from a year
21 ago and I think that it's gradually taking hold that
22 the community policing of the '90s, whatever they
23 want to call it, and I think now in the beginning the

1 officers thought someone was going to take my gun
2 away. I'm not a social worker, I'm not -- now they
3 have an idea what it's all about. Community policing
4 enhances your power. You get the support of the
5 community, and I'm seeing a lot of that, and I think
6 that -- but we do have elements in our Department
7 that if this chief is for it, they're against it.
8 And they just like to create that kind of atmosphere.
9 And I want you to be aware of that, and it's on both
10 sides of the spectrum; black and white. Everybody
11 appeared -- there are some people appeared to focus
12 in on their own little agendas and there are some
13 that they want to be in the loop, they want
14 something. If they can't get it, they make noise
15 until something happens in their benefit. And then
16 you have the chief squeezed in the middle, and
17 sometimes we as police officers we forget what our
18 mission is. We forget who we are, what we are all
19 about and why we're employed by the City of
20 Milwaukee, and that's to protect the public and to
21 respond to the needs of the citizens, not to protect
22 our own selfish self interests. And that's a hard
23 pill for a lot of police officers to swallow, but I

1 think they're beginning to get the message. Thank
2 you.

3 LAWRENCE WARE

4 Hello, Lawrence Ware. I'm a resident
5 of the City of Milwaukee. I'm a community organizer
6 here in the City of Milwaukee and I do a lot of work
7 with the Police Department here in the City of
8 Milwaukee. Part of my job is safety, community
9 safety. I do a lot of work with the third district
10 and I sit on the Community Advisory Committee as an
11 activist. I sit on the 3rd District Safety Committee
12 as a community organizer. I do volunteer work in
13 terms of that, I do that off the clock on my own
14 time. But the problem is what I see is here in the
15 City of Milwaukee I've been here for one year, okay.
16 I moved here from Illinois through a bunch of stuff,
17 but I'm here now, and I've been doing community
18 redevelopment work for about 13 years all over the
19 country and community-oriented policing to me is
20 starting to change. And I saw a big change here in
21 the City of Milwaukee in the last year that I've been
22 here. My beat officer, I never did see when I first
23 moved here, okay. I lived in the house for three

1 months, never saw my beat officer. My neighborhood
2 foot patrol officers, okay, there was a shooting
3 three doors down from me. I still didn't see my beat
4 officer. But now through the work that we're doing
5 as community groups with community-oriented policing,
6 my service area has the new police station in it, the
7 Avenues West Police Station in it. I work along with
8 them. The community oriented policing is like I say,
9 starting to make a change here in the area. The
10 third district safety community sits down and talks
11 to the captain of the 3rd district and his
12 lieutenant. We share ideas with each other, okay.
13 We work on problems together in the community. It's
14 a two sided street, okay, and we work together at it.
15 They come to us, well we've got a problem over here
16 that maybe this community can solve this, but we take
17 our problems to them, okay. But it's a two sided
18 street. We all have to work together. I admit there
19 is not -- I work in an area that's heavily populated
20 by the Asian community, have Asian persons on staff
21 with us and without him -- I think he's getting
22 called to the police station to do translation
23 because he speaks the language. So the first thing

1 we did was we put out a petition in a the Police
2 Department, hire an Asian police officer on the
3 force, someone that can speak the four different
4 languages. Okay, we got to have some kind of
5 communication between the Police Department and the
6 public if we're going to do this. But, otherwise,
7 it's not going to work. We're wasting our time in
8 doing this. And if we don't work together at it,
9 it's never going to work.

10 I've been all over the world and worked
11 in some of the roughest neighborhoods in the country.
12 If you don't work with the police, it's not going to
13 work. But the police has to work with the community.
14 And by knowing that, I'm finding the officers on the
15 Police Department are responding to that. When you
16 stop one on the street, he now talks to you. When I
17 first came to Milwaukee, if I stopped an officer on
18 the street, I thought I was going to get locked up,
19 but now I'm finding that they're now trying to
20 respond to me and what's going on. But when you look
21 at this, you need to look at it as a point of view of
22 is this helping the community? But, it's got to help
23 the Police Department, too. I mean, it's going to

1 make their job a lot easier. Thank you.

2 CHAIRPERSON SHANKMAN: Are there any
3 additional persons who wish to address the Committee?

4 Okay, well then we will adjourn until
5 9:15 tomorrow morning. We look forward to seeing you
6 then.

7 (The meeting was adjourned at 5:55 p.m.)

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C E R T I F I C A T I O N

I, VERNITA HALSELL-POWELL, a Certified
Shorthand Reporter and Notary Public within and for
the County of Cook, State of Illinois, hereby state
that I reported in shorthand the testimony given at
the above-entitled cause, and state that this is a
true and accurate transcription of my shorthand notes
so taken as a foresaid.

Vernita Halsell, - Powell, C.S.R.
Notary Public, Cook County, Illinois