



THE UNIVERSITY OF CHICAGO
CRIME LAB
Urban Labs

POP in Progress:

Flash Presentations from Policing Leadership Academy Graduates

Problem Oriented Policing Conference
October 2025

A Glaring Gap in Training

The average amount of training police officer receive pales in comparison to other professions and focuses on new recruits rather than officers promoted into supervisory or command positions

20,000

hours of clinical training to
become a primary care
physician

8,000

hours of training to
become a plumber

936

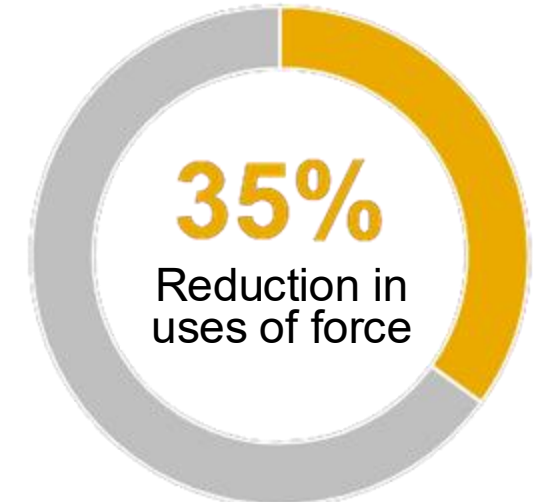
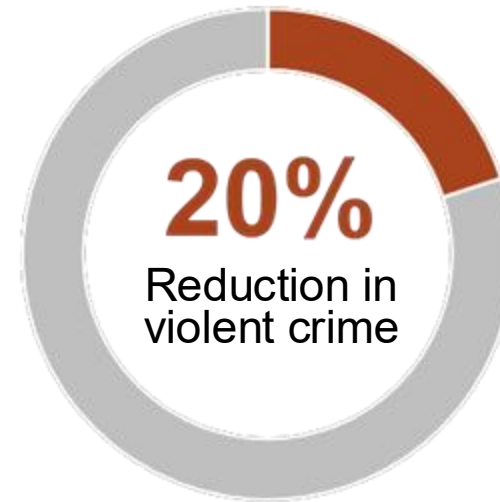
hours of basic training
from the police
academy

Source: Reaves (2016), Carpenter et al (2017), Bureau of Labor Statistics, Primary Care Coalition

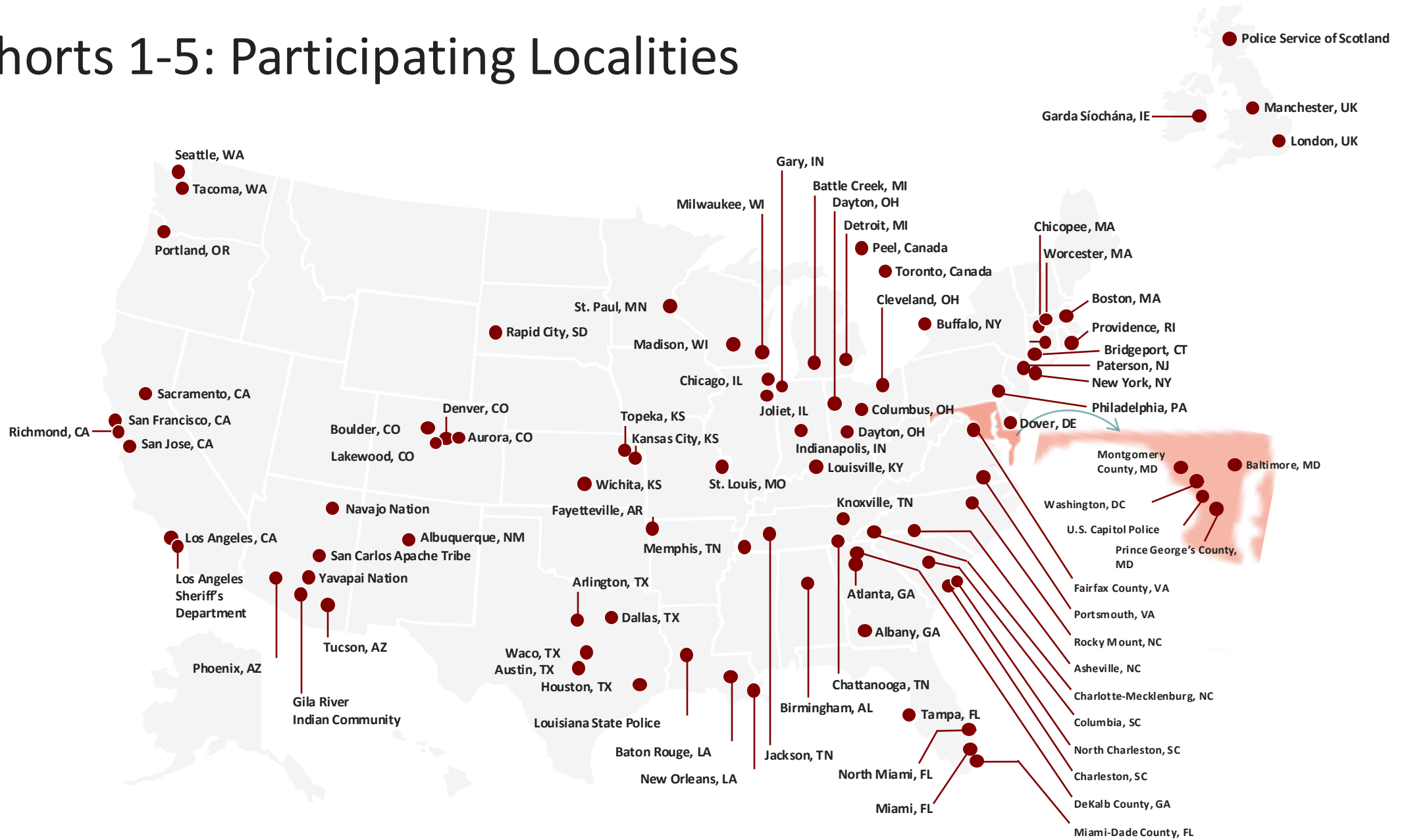
Investing in Training for Police Works

When leadership changes, it's not uncommon to see significant reductions in violent crimes and police use of force

Professionalizing the police force with better management techniques, technology, and training may be a viable way for cities to rapidly **reduce gun violence without exacerbating the harms from policing**, even without major new resource investments or shifts in police department strategies



🎯 Cohorts 1-5: Participating Localities



The Policing Leadership Academy

- First-of-its-kind national program
- Provides world-class leadership and management expertise focused on police commanders
- Designed to reduce violence and increase safety and fairness
- Coursework includes capstone that turns lessons learned into lives saved





I Love You to Death: Domestic and Familial Homicides

Captain Stephanie Drescher

City of Madison Police Department, Madison, WI

OCTOBER IS
**DOMESTIC
VIOLENCE**
AWARENESS MONTH



Man who died after trading fire with police in Madison Kwik Trip was wanted for homicide



Scanning

- More than 10 million adults annually
- 23.2% of women have experienced severe physical violence by an IP
- An abuser's access to a firearm increases the risk of femicide by 400%
- 96% of all murder-suicide victims are female

- What about the City of Madison?



Court documents reveal abuse pattern before missing McFarland woman's death in Madison



MPD Statistics

<u>Case Reported Date And Time</u>	<u>Case Offense Weapon Code</u>	<u>Case Subject VOR</u>
05/22/2020 05:05:00	Personal Weapons	Victim was Child
06/30/2020 20:32:00	Handgun	Victim was Ex-Byfrnd/Grlfrnd
07/30/2020 21:05:00	Knife/Cutting Instrument	Victim was Child
07/30/2020 21:05:00	Knife/Cutting Instrument	Victim was Spouse
04/03/2021 21:24:00	Handgun	Victim was Ex-Byfrnd/Grlfrnd
07/04/2021 01:39:00	Firearm	Victim was Boyfriend/Girlfriend
04/25/2022 02:41:00	Personal Weapons	Victim was Chld of Byfrd/Grlfrd
09/11/2022 15:19:00	Blunt Object	Victim was Spouse
02/22/2023 16:17:00	Asphyxiation	Victim was Boyfriend/Girlfriend
04/16/2023 15:20:00	Knife/Cutting Instrument	Victim was Spouse
04/24/2023 16:10:00	Knife/Cutting Instrument	Victim was Spouse
07/22/2023 18:39:00	Handgun	Victim was Child



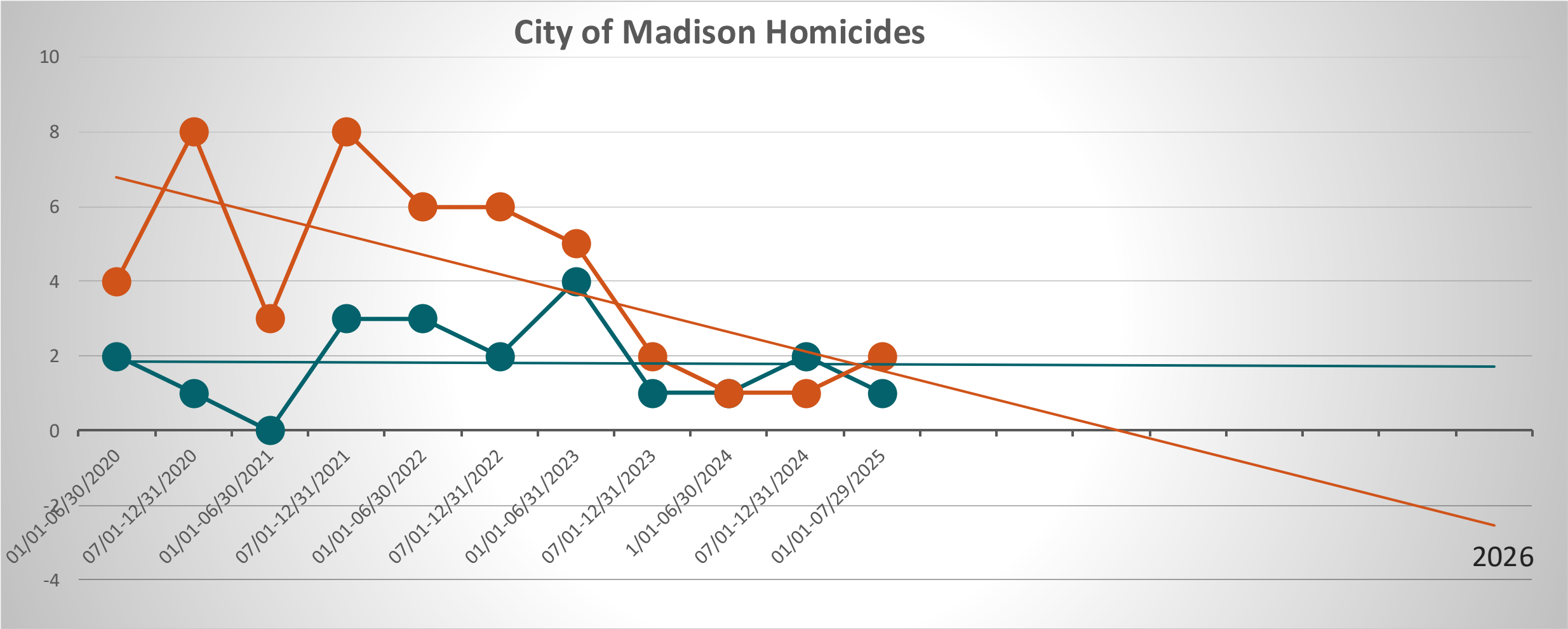
Analyze

- 2020 Homicides: 10, 4 DV related – 40%
- 2021 Homicides: 10, 2 DV related – 20%
- 2022 Homicides: 6, 2 DV related – 33%
- 2023 Homicides YTD: 9, 4 DV related – 44%
- 2024 Homicides: 5, 3 DV related – 60%
- Of all domestic homicides since 2020 (15), 11 of them were IPV
- Of the 12 IPV cases:
 - 5 firearms related
 - 3 knife/cutting instrument
 - 1 blunt object
 - 2 asphyxiation
- 5 cases had no previously reported DV history *
- 1 reported, 2 reported, significant
 - Outstanding PC from 2 months prior

Wisconsin set record for domestic violence deaths in 2024, report finds



Forecasted homicides





Respond

- Restraining order information distributed to victims
- Victim Rights Information required
- New panic alarms rolled out to MPD via Victim/Witness
- Septembers Micro-Training to Sergeants regarding proper DV investigations and additional resources
- New partnership: National Network for Safe Communities at John Jay College- GVI focused
- WI State Journal article, Channel 3 news, Spectrum News



EDUCATE
ENGAGE
EMPOWER





Sensitive Crimes Unit

- Previously had district Detectives that took a variety of cases
- February 2025: Implementation of 2 Sensitive Crimes Unit
- Assigned to investigate all domestic violence cases
- Total of 12 Detectives, split into two teams of 6, morning shift and afternoon shift
- Work directly with DAIS, Dane Co Victim/Witness and the DA's office





Assess

February 2025: Implementation

- YTD: 3 homicides, 1 DV (father and son) and no IPV homicides

2022- 2,845 CFS for a total of 13,312.15 hours

2023- 2,989 CFS for a total of 14,595.18 hours

2024- 2,643 CFS for a total of 13,686.33 hours

- Law Enforcement Advocacy Program (LEAP)

- Formally since 2011

2023- 870 referrals

2024- 761 referrals

2025- 656 referrals YTD





It's more than just data



Kristin L. Schmitt

February 24, 1981 - February 22, 2023

[Obituary & Events](#)

[Tribute Wall](#)

MILWAUKEE
WISCONSIN

Lindsay Heights Crime Reduction Project



Captain Raymond Bratchett
Milwaukee Police Dept, District 3 Captain





PROBLEM SOLVING

SCANNING DEFINING THE PROBLEM

01

An area in the Lindsay Heights neighborhood has been a consistent hotspot for violent crime.

02

Both mobile drug dealing and open drug use are common citizen complaints, and firearm-related aggravated assaults have gone up, with non-fatal shootings showing a sharp rise.

03

Businesses have relocated from the area, leaving behind vacant lots and neglected properties. These empty spaces have created conditions where illegal dumping has become more common, contributing to blight and further challenges for the neighborhood.

ANALYSIS

LEARNING ABOUT THE PROBLEM

01

Crime Analysis was utilized to look at types of crimes, types of calls, locations, targets, trends, and offenders.

02

From 2022 to 2024, every Homicide occurred between 11pm and 3am. 35% of Non-fatal Shootings occurred between 11pm and 5am.

03

Two problematic locations that were responsible for the majority of Calls for Service/Violent Crime were identified.

04

We connected with neighborhood leaders and held meetings to hear their concerns and talk through ideas for making the community better.

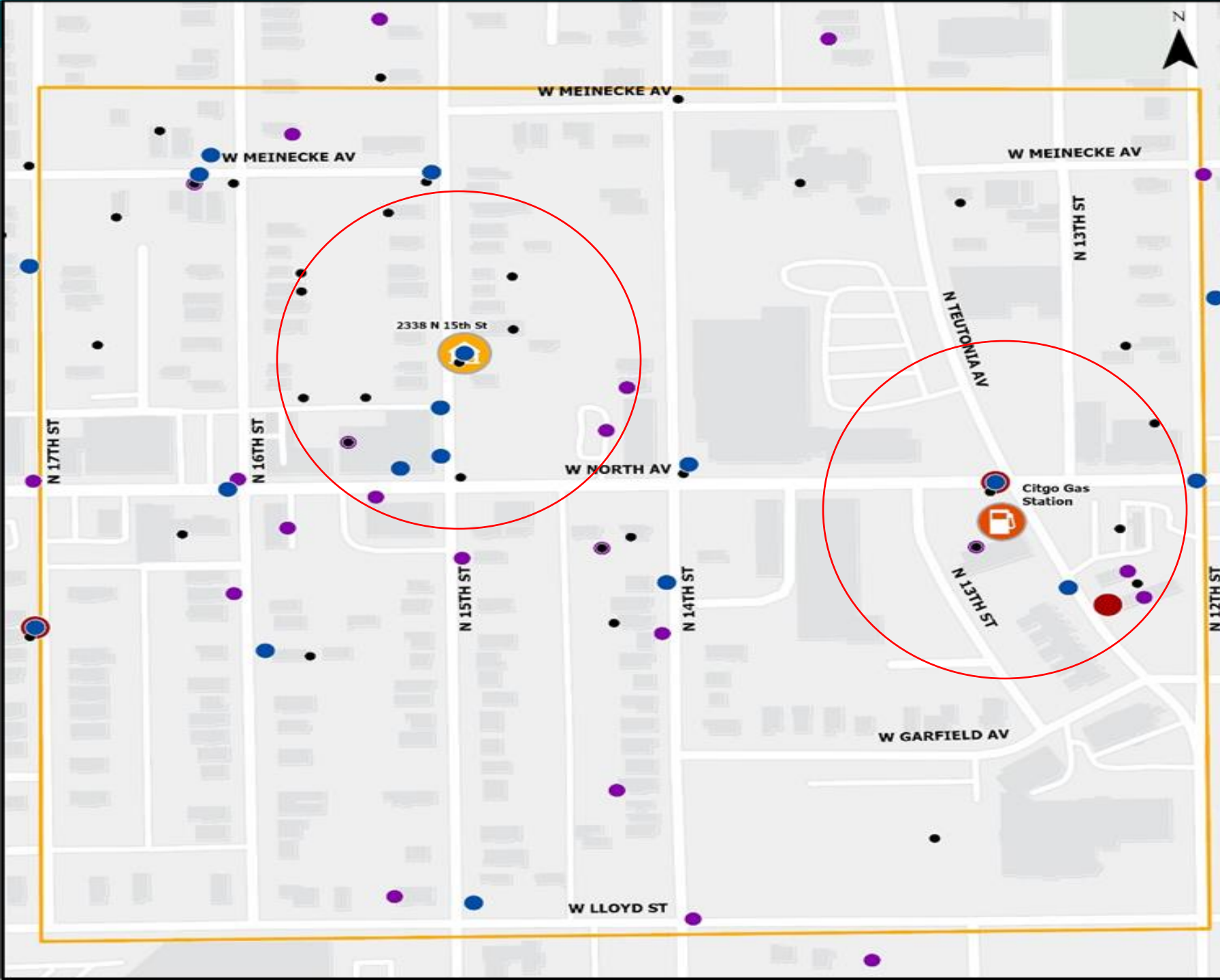
05

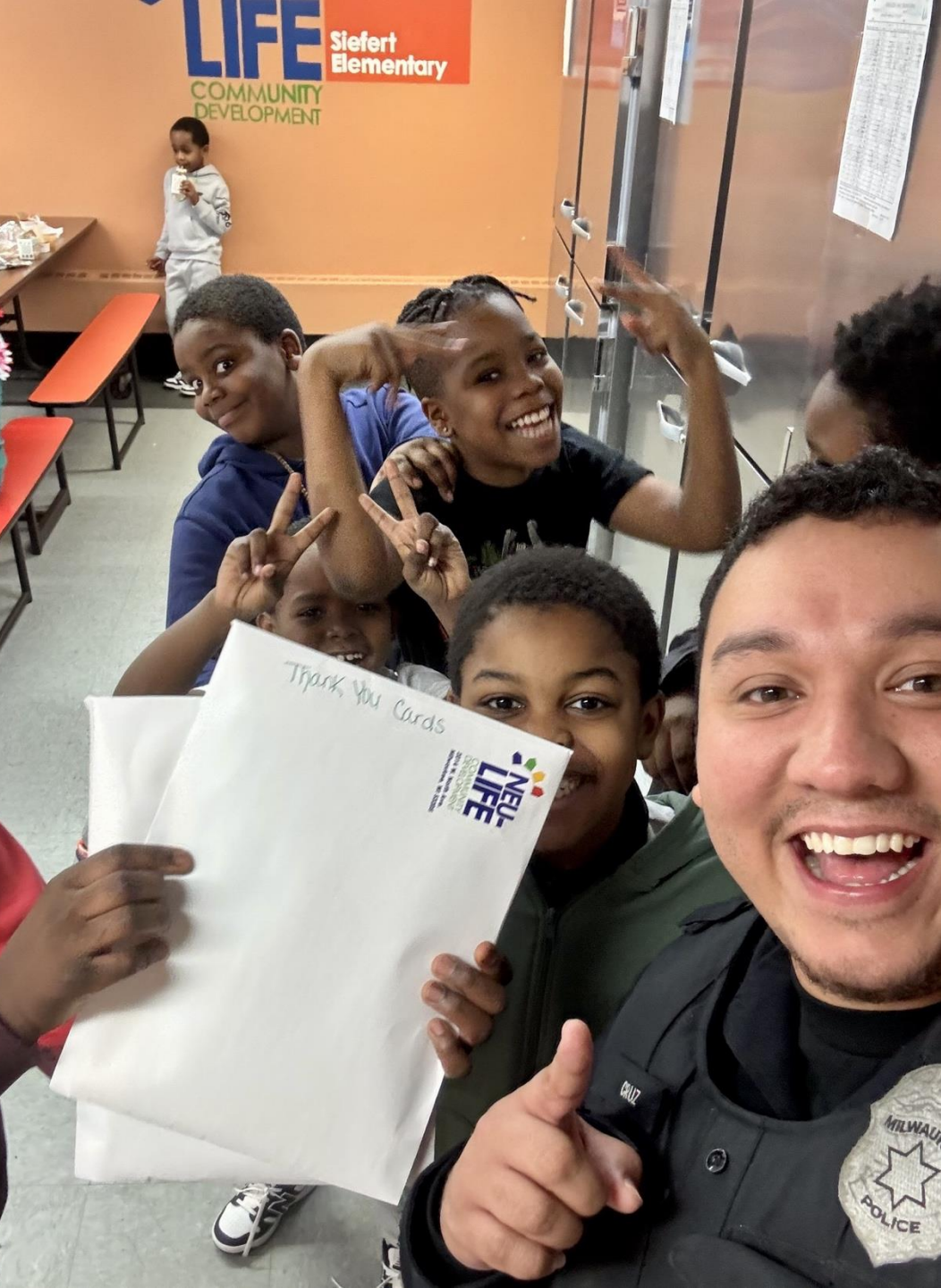
We evaluated our current deployments, strategies, tactics, and resources (what was working?).

06

A concerning amount of juveniles were either victims or suspects of violent crime within this area.

2024 Area Overview





Goal

Our goal is to restore safety and security in the neighborhood by building trust and stronger relationships with community members, addressing drug sales and related criminal activity, and reducing violent crime.

RESPONSE

SOLVING THE PROBLEM



Policing Leadership Academy
Harris School of Public Policy

Neighborhood Improvements

- Focus on maintaining clean and visible public spaces
- Aldermanic Walks
- Improved Street Lighting
- Crime Prevention Through Environmental Design
- FUSUS and Flock camera installation





RESPONSE

SOLVING THE PROBLEM

- Coordinated operations with narcotics unit and federal partners
- Conducted targeted investigations on priority offenders
- Increased patrols and visibility
- Fostered community partnerships





SOUTHPAW MAINTENANCE & HANDYMAN SERVICES
SHANNON RUEDINGER 414-242-4340
SOUTHPAWMAINTENANCESERVICES@GMAIL.COM



COMMUNITY WAREHOUSE





BERRADA PROPERTIES



EBENEZER STONE Ministries




BUILDING FUTURE FOUNDATIONS

SUMMER TEEN PROGRAM



ABOUT OUR PROGRAM

The District Three program aims to provide teenagers with an opportunity to learn different trades, such as carpentry, landscaping, electrical work, painting, and general construction, while earning money. The program will culminate in a community service project where the teenagers and skilled contractors will collaborate to complete small repair projects for elderly and low-income residents during the summer months.

WHAT WE OFFER

- Introductory to different career fields
- Paid summer program
- Uniform provided
- Lunch provided

AGES:

Ages 15-18

Summer 2025

Tuesday- Friday

8am- 3pm

FOR MORE INFORMATION, CONTACT US

 **414-935-7234**

 Mpd3@milwaukee.gov

APPLY





ASSESSMENT

SOLUTION IMPACTS & FUTURE DIRECTION

- Identify any displacement of crime to nearby areas.
- Assess whether crime prevention programs are self-sustaining or need further support.
- Identify which initiatives were most effective and scale them up/modify or replace ineffective strategies.

Offense	2024	2025	% Change
Homicide	1	3	200%
Rape	0	2	N/A
Robbery	8	8	0%
Aggravated Assault	36	28	-22%
Violent Crime Total	45	41	-9%
Burglary	10	7	-30%
Theft	15	12	-20%
Motor Vehicle Theft	9	11	22%
Arson	3	2	-33%
Property Crime Total	37	32	-14%
Total Part 1 Crime	82	73	-11%
Non-Fatal Shooting	8	3	-63%
Carjacking	3	0	-100%

Proactive Activity	% Change
Traffic Stop	170%
Non-Pursuit / No Plate	33%
Business Check	175%
Vacant Check	175%
Subject Stop	20%
Homevisit – DV	200%



Hot Spot Policing to Precision Policing: Reimagining the Role of Tactical Units in the Bureau of Patrol

KEITH A. MILMINE

DISTRICT COMMANDER

CHICAGO POLICE DEPARTMENT - 004TH DISTRICT



THE UNIVERSITY OF CHICAGO

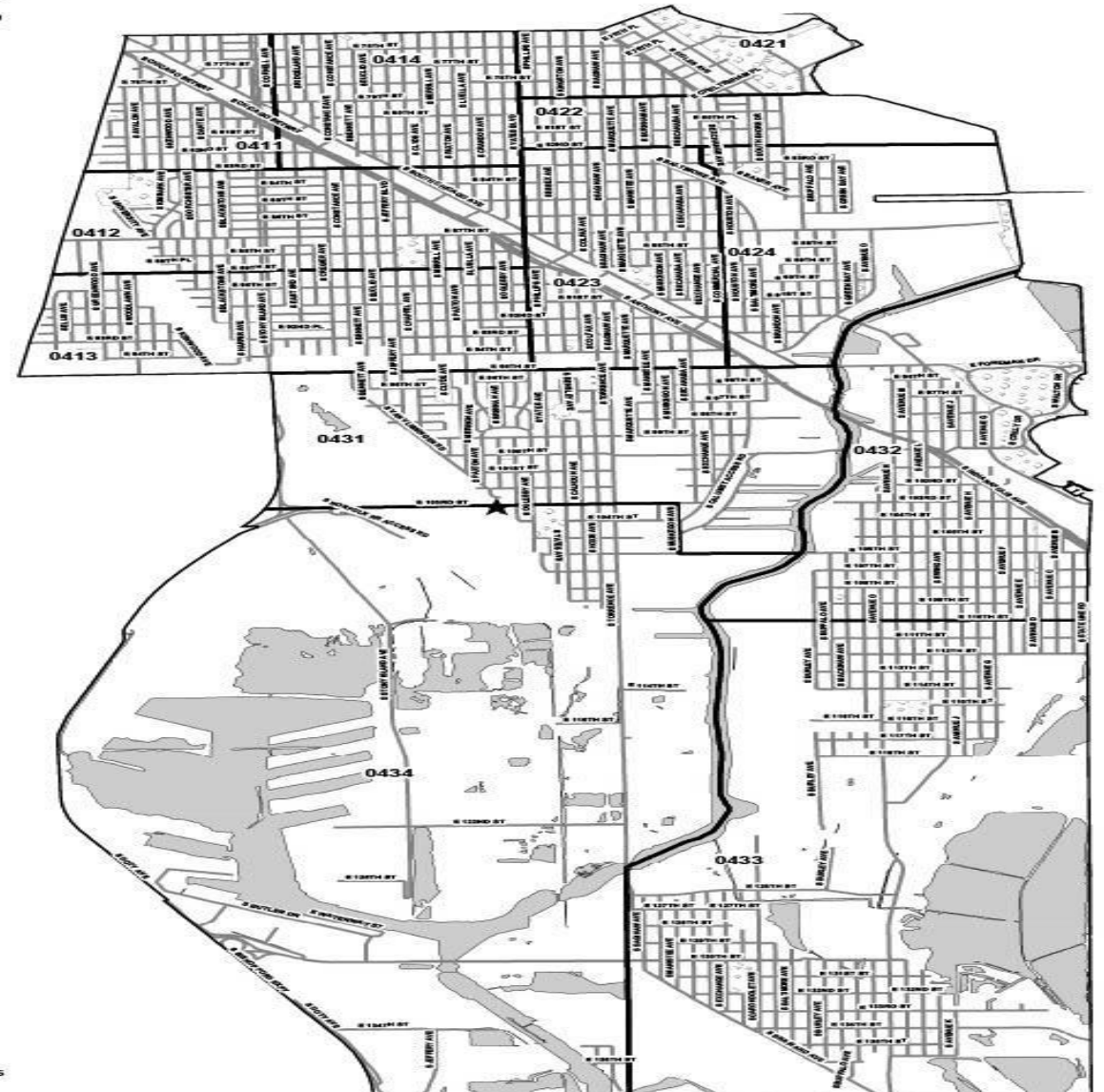
POLICING LEADERSHIP ACADEMY

Harris School of Public Policy

004th District Geographical Considerations

- Uniquely situated on the Southeast Side of Chicago and borders the State of Indiana; the village of Burnham; and three (3) Chicago Police Department Districts.
- Straddled by two major thoroughfares, the Bishop Ford Freeway and Lake Shore Drive (U.S. Highway 41)
- Another major thoroughfare traversing through is the Chicago Skyway, an elevated toll bridge providing a connection from Indiana into Chicago

4th District
South Chicago
2255 E 103rd St

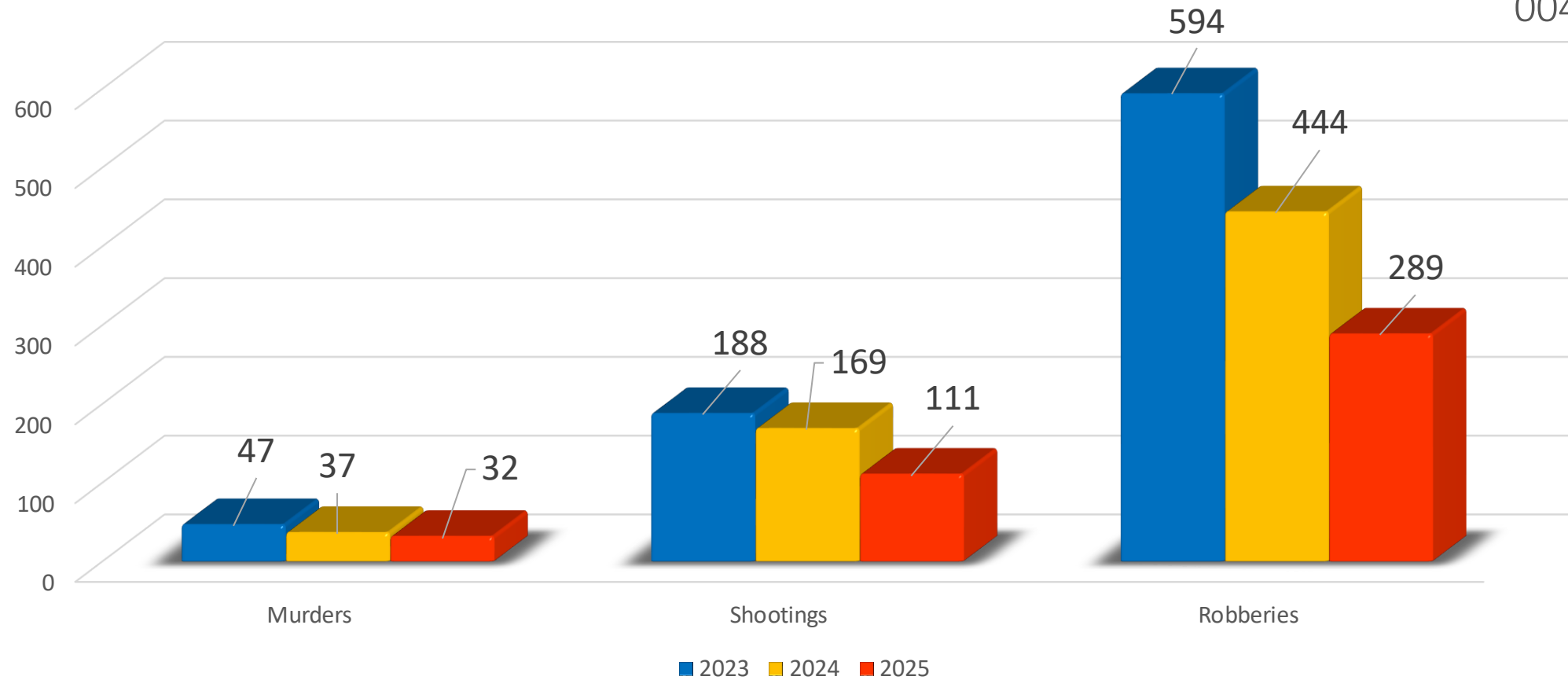


Chicago Police Department
Bureau of Administrative Services
OEMC PSIT GIS
December 2012



Murders, Shootings, Robberies

004th District





SCANNING - DEFINING THE PROBLEM

CPD often responds to issues after they arise, rather than proactively adjusting to changing conditions.

- **Reactive vs Proactive**

An increasingly dangerous environment that exposes officers to law suits and weakens the pursuit of justice through weaker prosecutions.

CPD's compartmentalized unit structure slows down investigative processes.

Interagency and inter-district collaboration remains siloed, relying heavily on CPIC as the central conduit.

- **(Centralized vs Decentralized)**

Limited training for officers working in a district.

An increase in crime leads to high demand on law enforcement resources, further strained by limited capacity and manpower shortages.



ANALYSIS – LEARNING ABOUT THE PROBLEM

Crime Trends

An analysis of 2023 crime trends identified a clear correlation between robbery sprees and incidents of homicide and gun violence.

“Lesser Offenses”

Analyzed violent crime which revealed “Lesser” included offenses are often times precursors to more violent crimes.

Crime Analysis

A comprehensive crime analysis was conducted to evaluate the nature of offenses, categorize call types, identify high-impact locations and targets, detect trends, and understand offender profiles.

Partnerships

Assessed interagency partnerships with surrounding districts and nearby police departments to understand coordination and resource sharing.

Community

Community concerns were addressed through active participation in meetings and hosting table top conversations with the District Commander.

Deployments

Evaluated our current deployments (Tact & Watch), District Strategic Plan, and discretionary resources.



(What can I control as a Commander?)



RESPONSE – SOLVING THE PROBLEM



TRADITIONAL TACTICAL TEAM

Strategy: Hot Spot Policing

Three to five teams consisting of:

One (1) Sergeant

- Ten (10) Police Officers

➤ Activity based

DISTRICT LEVEL INVESTIGATIONS TEAM

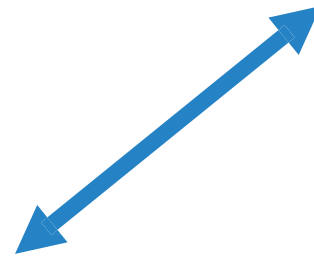
Strategy: Precision Policing

One (1) Sergeant

- Eight (8) Police Officers
- Two (2) District Intelligence Officers
- One (1) Criminal Intelligence Analyst
- Two (2) Detectives

➤ Results oriented

RESPONSE – SOLVING THE PROBLEM



Inbound
vs
Outbound Information Flow



004th District Led Area 2 Blitz Missions - July 2025

Recognizing the frequent occurrence of crimes extending across district boundaries, a proactive approach involving multiple law enforcement partners becomes essential. To address this challenge, the 004th District coordinates semi-annual Blitz missions involving various agencies at the federal, state, and local levels. During these missions, officers carry out parole checks, traffic operations, premises inspections, surveys of vacant buildings, warrant checks, CTA station patrols, and liquor license inspections. These efforts aim to ensure a visible police presence and to apprehend offenders involved in violent crime who may be operating across different areas.

- Arrests: 10
- Parole Checks: 3
- ISRs: 10
- Parkers: 20
- Tows: 33



- Liquor License Inspections: 4
- Vacant Building Surveys: 9
- Violations Issued: 2
- Cook County Sherrieff Arrests: 1
- Guns Recovered: 3
- Warrants: 3



RESPONSE – SOLVING THE PROBLEM



CPD/ATF JOINT OPERATION

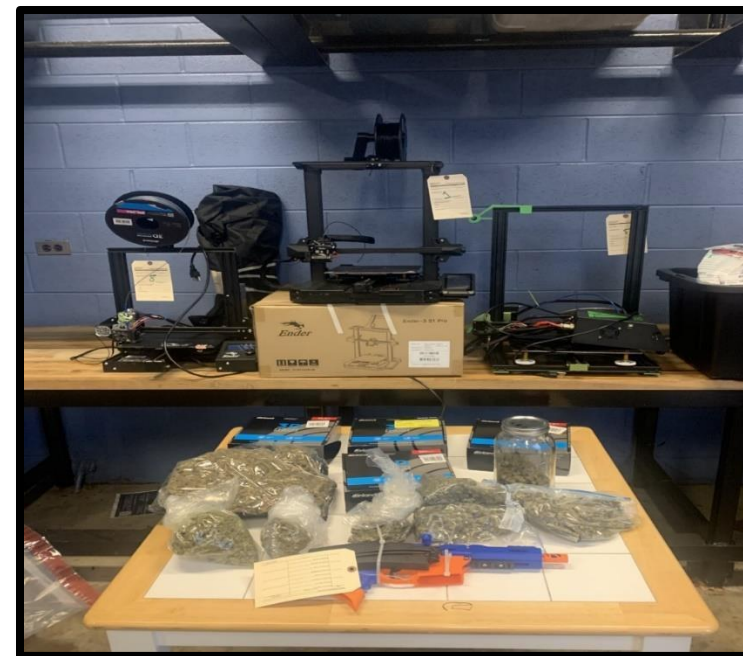
From November 2022 to February 2023, the CPD 004th District Intelligence Team, in collaboration with the ATF, carried out an extensive investigation into a resident of the 004th District engaged in the production and distribution of Privately Made Firearms (PMF's), commonly referred to as "ghost guns".



SANDOVAL, JAIME

IR#2322170

- (1) 3D printed AR – Style Pistol
- (4) 3D printers
- (37) Rounds of 9mm ammunition
- 3D printer JIG
- (14) spools of 3D printer filament
- (4) boxes of printer filament
- (1) AR style JIG
- (1) Pistol JIG
- (7) pounds of marijuana
- (1) laptop
- Firearm parts and accessories
- (3) Pistols





RESPONSE – SOLVING THE PROBLEM



CPD/FBI JOINT OPERATION

- In November 2022, 004th District Intelligence Team was in contact with the property owners of a nefarious building in the 7700 block of South Muskegon. The building is known for prostitution, gang activity, and narcotic sales. The 004th District Intelligence team obtained a consent to search from the property owner and collaborated with the FBI Group CE02 to develop a plan for conducting said operation in a safe and efficient manner. Mr. McKay was later adopted federally as a Project Safe Neighborhoods case.
- Recovered were:
 - (1) Ghost Gun
 - (1) 9mm handgun
 - (1) Drum magazine
 - (41) Pills of suspected ecstasy



MCKAY, Marcus A.
IR#1623522



RESPONSE – SOLVING THE PROBLEM

CPD/FBI/NORFOLK SOUTHERN JOINT OPERATION



Offenders formed an assembly line to load cargo onto a waiting vehicle





RESPONSE – SOLVING THE PROBLEM



CPD/IDOC COLLABORATION

The 004th District Intelligence Team collaborates closely with Illinois Department of Corrections Parole Agents to strategically conduct parole checks on highly violent offenders. Potential targets undergo meticulous screening based on ShotSpotter data, associations with known accomplices, social media activity, and recent criminal incidents.

2023 IDOC/CPD Achievements

- 84 Parole checks
- 16 Hand Guns Recovered
- 2 Rifles
- 1 Shotgun
- 30 Arrests
- 23 Felony Arrests
- 5 Misdemeanor Arrests
- 2 Warrant Arrests
- 2583 Grams of Suspect Cannabis
- 19.2 Grams of Suspect Heroin
- 272.3 Grams of Suspect Crack Cocaine
- 109 Pills of Suspect Ecstasy
- 25 Pills of Suspect Barbiturates
- 16 grams of mushrooms



***Photo taken at a brief before a Parole check
CPD/IDOC***





RESPONSE – SOLVING THE PROBLEM



Prolific Parole Check

On August 1, 2023, James Woodson, a documented member of the Black P. Stone - No Limit Gang, was the victim of an aggravated battery. Various sources indicated that Mr. Woodson is highly likely to retaliate for this attack. In response, officers from the 004th District, along with IDOC Parole Agents, conducted a parole check with the goal of preventing further violence.



Woodson, James
IR#1790776

Recovered from Mr. Woodson's parole residence were:

- (1) Glock 20 Gen 10mm
- (1) Draco
- (1) Body Armor Plate carrier with ceramic plates
- Numerous baggies of suspected cannabis
- 15 Grams of mushrooms
- (3) Narcotic Scales
- Misc amounts of ammunition



ASSESSMENT--WHY IT WORKS



■ Risk Mitigation

- Enhanced Prosecutions

■ Emphasis on violence drivers

- Project Safe Neighborhoods (PSN)
- Parole Checks
- EM Checks

■ Evidentiary Based Prosecutions

- Social media warrants
- Cell phone warrants
- Jail calls
- National Integrated Ballistic Information Network (NIBIN)

■ Collaboration

- Southland meetings
- Investigations
- Directed missions
- Chicago Gun Intelligence Center (CGIC)

■ Training

- District Technology Officers
- Privately Manufactured Firearms identification

■ Adaptive to current conditions

- SAFE – T Act
- “Pre-textual” Traffic Stop Policy
- Street Stops / stop and frisk



Precision Policing Progress

HOMICIDES

DATE RANGE	HOMICIDES	+/-	%Δ
Jan 01 2025 - Sep 30 2025	32	2	6.7
Jan 01 2024 - Sep 30 2024	30	-5	-14.3
Jan 01 2023 - Sep 30 2023	35	-1	-2.8

6.7%

ROBBERIES

DATE RANGE	CRIME	+/-	%Δ
Jan 01 2025 - Sep 30 2025	289	-44	-13.2
Jan 01 2024 - Sep 30 2024	333	-103	-23.6
Jan 01 2023 - Sep 30 2023	436	100	29.8

-13.2%



SHOOTINGS: NON HOMICIDES

DATE RANGE	SHOOTINGS: NON-HOMICIDES	+/-	%Δ
Jan 01 2025 - Sep 30 2025	85	-30	-26.1
Jan 01 2024 - Sep 30 2024	115	-2	-1.7
Jan 01 2023 - Sep 30 2023	117	14	13.6

-26.1%

AGGRAVATED ASSAULT

DATE RANGE	CRIME	+/-	%Δ
Jan 01 2025 - Sep 30 2025	371	-89	-19.3
Jan 01 2024 - Sep 30 2024	460	22	5
Jan 01 2023 - Sep 30 2023	438	33	8.1

-19.3%

Thank you

Captain Stephanie Drescher

Madison Police Department

Sdrescher@cityofmadison.com

Captain Raymond Bratchett

Milwaukee Police Department

rbratc@milwaukee.gov

Major Keith Milmine

Chicago Police Department

Keith.Milmine@chicagopolice.org

Kristen Mahoney

University of Chicago Crime Lab- Policing Leadership Academy

kristenmahoney@uchicago.edu