



BRIAN'S FIVE-POINT PLAN FOR EFFECTIVE ADMINISTRATION

The next Milwaukee County Sheriff will be an executive responsible for managing all aspects of a 700-employee organization with a budget exceeding \$49 million. We need a sheriff with a concrete plan to administer the Sheriff's Office effectively, efficiently, and in an accountable and transparent manner that affirms the public's trust. Platitudes are not enough: our next sheriff will be expected, on Day One, to lead the agency forward, so the public deserves to see actionable plans well in advance of the August 9 Democratic primary featuring the majority of candidates for the office.

A 24-year veteran of the Sheriff's Office, Brian has served the public as a deputy sheriff, first-line supervisor, division commander, and senior executive responsible for criminal investigations and field inspections. Not only is he qualified and prepared to assume command of the agency, but he has set forth concrete plans to optimize the agency's administration:

POINT ONE: ESTABLISH A DEMOCRATIC MODEL OF ORGANIZATIONAL MANAGEMENT.

The elected sheriff is a citizen chosen by his or her neighbors to be a good steward of public resources. Brian will never lose sight of this reality. As sheriff, he will collaborate with the public, agency employees, and professional experts and lead in a manner that embraces input and serves the interests of county residents.

- **Create and honor an open-door policy for all Milwaukee County residents.** As sheriff, Brian will create a portal on the agency website allowing every Milwaukee County resident to sign up for an in-person meeting with Brian at the Sheriff's Office. Brian will encourage residents with concerns or complaints regarding the Sheriff's Office to meet with him and share both their frustrations and their ideas for reform and innovation, as he believes that true public servants listen to and engage with criticism even when it's uncomfortable. Brian believes that we need to get back to a resident-first model of public service at all levels of government, and under his leadership, the Sheriff's Office will not be an exception.
- **Function as a "working sheriff."** Brian isn't running for sheriff because he wants to be treated like a celebrity or feted with pomp and circumstance. As sheriff, Brian and his top deputies will spend as much time as possible inspecting and working within the agency's operational locations, to include the booking room, movement areas, and housing units of the Milwaukee County Jail. Brian



will “ride along” with deputies on patrol on a regular basis, both on our expressways, in our parks, and on civil process routes, and he will be a constant presence in county facilities secured by the Sheriff’s Office. While working alongside his colleagues in the Sheriff’s Office, Brian will solicit their input on how to improve conditions and operating efficiency in their specific work locations, and he and his team will provide clear follow-up after these discussions.

- **Encourage input from Sheriff’s Office staff of all ranks and classifications.** While the chain of command is essential in any law enforcement agency, it must not be used to discourage staff from offering their opinions on how to improve the agency and its effectiveness, even when staff opinions diverge from those of management. Brian will never penalize employees for voicing dissent, so long as all lawful orders are obeyed, and indeed will extend his open-door policy to encompass all agency personnel at all ranks, inviting them to meet with him in person and share their ideas for moving the Sheriff’s Office forward. Furthermore, Brian will ensure that the same approach is embraced and honored by commanders, managers, and supervisors at all levels, and that staff are encouraged to voice, not suppress, their views and opinions and that staff concerns are treated respectfully.

POINT TWO: ENSURE MAXIMUM TRANSPARENCY IN ALL AGENCY OPERATIONS.

The public has the right to know what the Sheriff’s Office is doing to keep our community safe, and to review the measures taken to ensure transparency and accountability. Under Brian’s leadership, the Sheriff’s Office will willingly shed light on its inner workings to increase community engagement and foster public trust. The Sheriff’s Office will use technology to improve the public’s access to information about the agency.

- **Create online dashboards detailing patrol and jail operations.** Brian will create two online dashboards detailing the agency’s patrol operations and management of the Milwaukee County Jail. The patrol dashboard will show a map of Milwaukee County and its freeway and park systems, identifying the location of recent Sheriff’s Office responses. To the extent appropriate, the dashboard will provide location-specific information about Sheriff’s Office patrol strategies and how the public can get involved in reporting crime or sharing information with law enforcement. Furthermore, the dashboard will disclose statistics related to arrests, investigation referrals, and uses of force. The jail



dashboard will summarize the jail's population and available detention space and provide statistics related to facility operations. Furthermore, the jail dashboard will provide the public with links to reports by the independent jail ombudsman, a new role that Brian will establish to ensure a safe and humane jail.

- **Unveil a mobile application that allows the public to engage with Sheriff's Office services 24 hours a day, 7 days a week.** Under Brian's leadership, the Sheriff's Office will unveil a mobile application that allows the public to access agency services at any time. The application will allow the public to report criminal activity, document crash information, request public records, and file citizen complaints all from the convenience of a mobile phone. The application will also provide real-time notifications on disruptions to traffic and ongoing incidents requiring a Sheriff's Office response.
- **Share anonymized summaries of sustained disciplinary violations.** By law, the Sheriff's Office cannot disclose the identities of personnel found to have violated agency policies. But the Sheriff's Office can and must do more to share anonymized information about internal investigations – and their outcomes – because the public has the right to know what the agency is doing to ensure compliance with policy and procedure. Brian will create a third online dashboard that provides year-to-date statistical overviews of citizen complaints, internal investigations and disciplinary outcomes. Furthermore, Brian will disclose anonymized summaries of disciplinary cases that result in referrals to the Personnel Review Board, the county agency that makes final decisions on terminations, demotions, and long-term suspensions.

POINT THREE: CREATE THE FIRST-EVER SHERIFF'S COMMUNITY ADVISORY COUNCIL. Brian will create an inclusive and representative Community Advisory Council to advise him on policy, operations, and transparent administration.

- **Appoint a representative Community Advisory Council that our community trusts.** Brian will appoint eight to ten respected community leaders and advocates to the Community Advisory Council. The Community Advisory Council will be an unpaid, volunteer position, and its membership will be representative of the people of Milwaukee County. Council members will include leaders in the advocacy, faith, business, nonprofit, and educational communities, retired employees of the Milwaukee County Sheriff's Office, and respected experts in the legal and law enforcement professions.



- **Empower the Community Advisory Council to examine policies and seek public input on further innovation.** Brian will empower the Community Advisory Council to review any and all Sheriff's Office policies and procedures and propose improvements, adjustments, and broader ideas for policy development and implementation. Furthermore, the Community Advisory Council will host community town halls focused on soliciting public input on agency policy and operational initiatives, as well as individual discussions with interested community members.
- **Engage the Community Advisory Council in reviewing, evaluating, and improving Sheriff's Office operations.** Brian will establish "workgroups" within the Community Advisory Council to examine specific areas of the agency, analyze their performance, and propose improvements. Furthermore, Community Advisory Council workgroups will be afforded access to anonymized summaries of incident reports and agency disciplinary outcomes so as to offer input into how such scenarios could be prevented in the future.

POINT FOUR: TAKE DECISIVE ACTION TO IMPROVE STAFF MORALE.

Brian believes that a motivated, energetic, and passionate workforce is key to ensuring the high quality of public safety service that the people of Milwaukee County deserve. As sheriff, he will act immediately to foster improved morale at all ranks and in all work locations of the Sheriff's Office.

- **Leave no employee behind.** The Sheriff's Office must stand strong in defense of employees who are injured in the line of duty. Brian will put an end to harmful practices that force injured employees out of their jobs or into lower-skilled positions, particularly when the agency is already understaffed and injured employees retain an ability to perform job duties related to public safety. He will work with county leaders to create positions within the Sheriff's Office, such as crime analyst and program officer positions, into which employees injured in the line of duty can shift while retaining meaningful law enforcement employment.
- **Invest in individual excellence.** Brian will lead a Sheriff's Office that invests in the professional development of each individual employee. Agency leaders will get to know each employee at an individual level, by meeting with them and by reviewing their personnel records. Leaders will then connect employees with the resources they need to advance their skills and their careers with the Sheriff's Office. Brian will partner with local educational institutions to provide agency employees with credit opportunities that align with agency work schedules,



allowing personnel to earn the credentials needed for certain specialized roles. The Sheriff's Office will also explore unique initiatives like helping employees locate reliable childcare, connecting employees with low-cost parking near agency facilities, and offering employees retention incentives like event tickets, in a manner consistent with county ethics rules. Furthermore, Brian and his team will do their utmost to connect employees with assignments and work locations that allow them to best express their individual skills and professional experiences.

- **Foster a culture of positivity and respect.** Brian wants to lead a Sheriff's Office in which every individual employee feels inspired by the agency mission and finds genuine enjoyment in serving the public. This means eliminating those aspects of the job that prevent employees from finding personal satisfaction in their work. Brian will put an end to excessive mandatory overtime assignments that accomplish little of value, instead overhauling the manner in which the agency schedules and deploys personnel in the jail, in the Patrol Division, in the courts, and throughout the agency efficiently while still ensuring safety and prompt backup. Brian will not tolerate any behavior, by any employee of any rank, that insults, degrades, or marginalizes fellow members of the Sheriff's Office. Brian will build out initiatives focused on staff wellness, including the agency's employee assistance program, and integrate these initiatives with outside resources that staff can access confidentially. And Brian will spend time working with agency employees to develop credible team-building exercises both within the agency and in conjunction with community partners, allowing employees to engage healthily with the organization both on and off the clock.

POINT FIVE: MANAGE THE PUBLIC'S MONEY WISELY AND ACCOUNTABLY.

Under Sheriff Earnell Lucas, the Sheriff's Office has made significant strides in achieving fiscal accountability. Brian will build on this progress and save additional funding by reducing the use of overtime. Furthermore, he will maintain day-to-day executive oversight of agency spending and will partner with civic leaders to identify grant opportunities to improve the agency's fiscal condition.

- **Reduce the agency's use of overtime by overhauling scheduling and deployment practices.** Brian recognizes that overtime spending is the agency's single greatest fiscal challenge. While overtime is a necessity in any 24-hour-a-day organization, Brian will do his utmost to reduce its use at the Sheriff's Office. He will overhaul agency scheduling practices and use activity data to redeploy



personnel in a cost-efficient manner that eliminates as much mandatory overtime as possible. Brian will explore creative scheduling practices that build small amounts of overtime into employees' expected schedules while reducing the overall amount of overtime incurred by the agency.

- **Restructure the agency's budget to reduce its reliance on revenue streams.** Just under one third of the Sheriff's Office's annual budget derives from outside revenue. Examples of revenue include citation revenue, eviction revenue, state reimbursements for the expressway patrol, and revenue from the jail communications and commissary systems. While these practices have been standard for decades, the use of revenue from citations, evictions, and jail operations within the agency budget raises serious ethical concerns that risk imperiling public trust in the Sheriff's Office. Furthermore, revenue reliance risks a dangerous end-of-year financial picture in cases when interruptions like the COVID-19 pandemic disrupt revenue streams over long periods of time. Brian will work with Milwaukee County's fiscal administrators to gradually diminish the role of revenue – particularly citation, eviction, and other forfeiture revenue – in directly sustaining day-to-day operations and replace these funds, to the extent possible, with county tax levy. Brian will approach this task in a manner that prioritizes the public trust while preventing unintended cuts to agency services.
- **Explore grant funding to expand community policing within the Sheriff's Office at no additional cost to county taxpayers.** Multiple federal and state grants support community policing operations in sheriff's offices and police departments throughout the United States. As sheriff, Brian will work aggressively to secure similar grant funding to support his intended buildout of agency community policing services in county parks, advancing this critical goal without impacting the agency's bottom line.