

Exhibit 3

OIR
GROUP

OIR Group Project Schedule¹

November 2016	Phone calls with Deputy Mayor, City Attorney, and MPD to set up meetings and discuss preliminaries.
November 29- December 2, 2016	<p>OIR Group trip to Madison:</p> <ul style="list-style-type: none">• Invite Mayor and Council members to meet with OIR Group, as time and logistics allow (anytime during the project schedule).• Meet with Ad Hoc Committee individually as time allows (any time during the project schedule)• Attend Ad Hoc committee meeting on December 1. Members of the Common Council Organizing Committee's Subcommittee on Police and Community Relations have also been invited to this meeting.²• Meet with MPD staff, including Chief and command staff, and designated personnel with expertise in force investigations, internal affairs, training, risk management and data;• Identify community groups and other stakeholders to meet with on future trips re OIR Group outreach;²
November – December 2016	Initial identification and acquisition of relevant documents and data (e.g. Department policies, internal review protocols, force statistics, etc.).
January – February 2017	Second site visit: Meetings/interviews with MPD personnel to identify areas of concern, determine the most effective fact-gathering mechanisms, and set priorities. Interviews to include members at various ranks, civilians, and members of various associations and groups. (RFP 2.5.2, and 2.5.2.4. with regard to interviewing personnel within MPD.)

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January – February 2017	Second site visit: Meetings/interviews with community stakeholders to identify areas of concern, determine the most effective fact-gathering mechanisms, and set priorities. (RFP 2.5.2, 2.5.3.2)
January – February 2017	Devise tentative schedule for remaining site visits at approximately six (6) week intervals that will generally include meetings with the Project Guidance Team, the Ad Hoc Committee, community members and other stakeholders.
January – April 2017	Review and assess MPD Standard Operating Procedures and Code of Conduct, including use of force, discipline, risk management and internal review. Identify any relevant informal / unwritten policies. (RFP 2.5.2.1)
January – February 2017	Review relevant training curricula and observe training in areas germane to the requirements of the RFP including but not limited to use of force, defensive tactics, and Fourth Amendment. (RFP 2.5.2.2)
April – June 2017	Review crisis intervention training; review programs to address mental health and substance abuse issues; meetings with community mental health providers; review programs for MPD members with mental health or substance abuse issues. (RFP 2.5.2.2, 2.5.2.10.3)
April – June 2017	Review recruitment, hiring, promotion and retention processes through document review and interviews. (RFP 2.5.2.3)
January – March 2017	Observe regular interactions with MPD officers in a variety of contexts including ride-alongs, briefings, etc. (RFP 2.5.2.4 and 2.5.2.5)
January – June 2017	Review use of force incidents; including use of deadly force and in-custody deaths; review citizen complaints and associated investigations, particularly complaints involving allegations of racial bias; review training records and personnel complaints associated with these investigations. (RFP 2.5.2.7)
January – June 2017	Review accountability mechanisms, including all review processes for critical incidents and oversight practices intended to identify and remediate at-risk officers. (RFP 2.5.2.7)
January – June 2017	Review and analyze internal MPD data; review MPD data collection and usage. (RFP 2.5.2.8)

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March – June 2017	Review and assess dispatch and communication systems. (RFP 2.5.2.8)
March – June 2017	Review and assess MPD equipment and technology. (RFP 2.5.2.9)
January – April 2017	Evaluate MPD Special Initiatives and Programs, including: <ul style="list-style-type: none"> • Community engagement efforts with underrepresented communities and at-risk populations (RFP 2.5.2.10.1); • Trust Based Policing Initiatives and the work of the Racial Disparity Workgroup and the Diversity Inclusion Team (RFP 2.5.2.10.2); • Programming to address the needs of people with mental health and drug abuse issues and the availability of community services connected to police resources (RFP 2.5.2.10.3).
April – June 2017	Conduct surveys of MPD, including MPPOA (police union) board members. Review surveys previously conducted by Diversity Inclusion Team and community members to assess MPD internal culture, field practices, and community policing and problem-oriented policing efforts (RFP 2.5.2.4, 2.5.2.5 and 2.5.2.6)
April – June 2017	Conduct interviews of MPD, including MPPOA board members, and community members to assess MPD internal culture, field practices, and community policing and problem-oriented policing efforts (RFP 2.5.2.4, 2.5.2.5, 2.5.2.6 and 2.5.3.2.)
June – July 2017	Quantitative and qualitative analysis of data gathered in surveys, document review and interviews. (2.5.3)
August – October 2017	Report writing; follow-up interviews, supplemental fact gathering and document review. (2.5.4)
October – December 2017	Meetings with Ad Hoc Committee, Project Guidance Team, MPD executives, City officials, and community stakeholder groups to discuss preliminary findings and recommendations. ² (2.5.4.3 and 2.5.4.4.) Fact-check, revision, and finalization of public report. (2.5.4)
December 2017/ January 2018	Final Report of status of MPD and Recommendations issued; associated presentations. (2.5.4.)

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Project Schedule Notes:

¹ Updates to Project Schedule:

This Project Schedule and its components are subject to modification and further refinement as the project progresses and more is learned about the functioning, operations, available data, and identified issues with regard to the Madison Police Department. The schedule may also need to be adjusted with regard to availability of training classes to be observed, availability of local stakeholders, MPD personnel, and acquisition of MPD data and materials. There may also necessarily be overlaps and adjustments as, for example, the need for more fact gathering becomes known during the analysis and/or report writing phase.

Process for Updating Project Schedule:

OIR Group will suggest refinements to this Project Schedule, in conjunction with each site visit. As one site visit is finished and plans are made for the next, OIR will propose dates and a proposed goals and agenda for the next site visit to the City CAT. This communication will include a list of personnel OIR would like to meet with and any additional data or materials needed for the next visit.

The updated schedule will also include information about off-site work OIR intends to perform between on-site visits. OIR shall provide the CAT with status updates on the following:

- all tasks scheduled on the original and revised Project Schedule;
- all off-site work
- all community engagement and surveys
- meetings with committees and stakeholders
- status of MPD interviews, surveys, etc.
- other status updates as reasonably requested by the CAT.

Revisions to Schedule: OIR shall work with the CAT to facilitate any necessary schedule changes, including the following:

1. Proposed schedule changes that require MPD or other City staff attendance.
2. Changes that require City assistance in arranging the necessary work.
3. Any other change that OIR would like the City's assistance in facilitating.

If any change results in a change to the dates or tasks on this Project Schedule, OIR shall prepare a revised version of the Project Schedule and the revised version shall replace the original version upon written acceptance of the City.

² Status Reports and In-Person Presentations to the Ad Hoc Committee:

The Madison Police Department Policy and Procedure Ad Hoc Committee (Ad Hoc Committee) meets on a monthly or twice-a-month basis, and may decide to meet more frequently as needed at the pleasure of the Committee.

Monthly status reports: The Committee will require monthly status reports from OIR which may be provided by telephone, videoconferencing or in writing at the Committee's discretion.

In-person meetings: A minimum of four (4) in-person presentations shall be made to the Ad Hoc Committee. These four meetings are in addition to the presentations required by section 2.5.4.4. of the RFP, which requires presentations to the Mayor, Common Council, other groups, and additional presentations to the Ad Hoc Committee.