



**City of Madison**  
**Agenda - Approved**  
**POLICE CIVILIAN OVERSIGHT BOARD**  
**EXECUTIVE SUBCOMMITTEE**

City of Madison  
Madison, WI 53703  
[www.cityofmadison.com](http://www.cityofmadison.com)

Consider:  
Who benefits? Who is burdened?  
Who does not have a voice at the table?  
How can policymakers mitigate unintended consequences?

Wednesday, April 21, 2021

10:00 AM

Via Virtual Meeting

**Note: Quorum of the Common Council and/or the Police Civilian Oversight Board may be present at this meeting.**

The City of Madison is holding the **Police Civilian Oversight Board Executive Subcommittee** meeting virtually to help protect our community from the Coronavirus (COVID-19) pandemic.

1. **Written Comments:** You can send comments on agenda items to: [PCOB@cityofmadison.com](mailto:PCOB@cityofmadison.com)

2. **Register for Public Comment:**

- Register to speak at the meeting.
- Register to answer questions.
- Register in support or opposition of an agenda item (without speaking).

If you want to speak at this meeting you must register. You can register at <https://www.cityofmadison.com/MeetingRegistration>. When you register to speak, you will be sent an email with the information you need to join the virtual meeting.

3. **Watch the Meeting:** If you would like to join the meeting as an observer, please visit

<https://www.cityofmadison.com/WatchMeetings>

4. **Listen by Phone:**

(877) 853-5257 (Toll Free)

Meeting ID: 979 5567 3332

If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity or program, please call the phone number below at least three business days prior to the meeting.

Si necesita un intérprete, un traductor, materiales en formatos alternativos u otros arreglos para acceder a este servicio, actividad o programa, comuníquese al número de teléfono que figura a continuación tres días hábiles como mínimo antes de la reunión.

Yog hais tias koj xav tau ib tug neeg txhais lus, ib tug neeg txhais ntawv, cov ntawv ua lwm hom ntawv los sis lwm cov kev pab kom siv tau cov kev pab, cov kev ua ub no (activity) los sis qhov kev pab cuam, thov hu rau tus xov tooj hauv qab yam tsawg peb hnuv ua hauj lwm ua ntej yuav tuaj sib tham.

For accommodations, contact: Karen Kapusta-Pofahl, Legislative Analyst, Common Council Office, (608) 261-9159 or [pcob@cityofmadison.com](mailto:pcob@cityofmadison.com)

**CALL TO ORDER / ROLL CALL**

**APPROVAL OF MINUTES for 3/10/21 and 2/10/21 meetings**

**PUBLIC COMMENT**

1. Public Comment

**DISCLOSURES AND RECUSALS**

Members of the body should make any required disclosures or recusals under the City's Ethics Code.

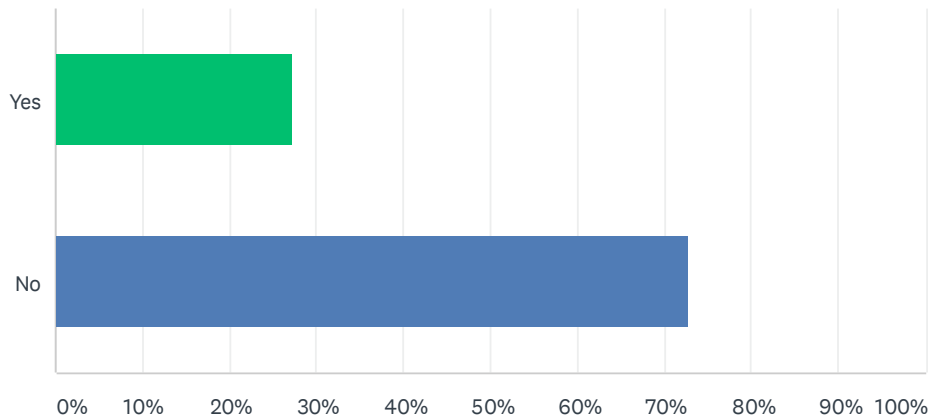
**ITEMS TO BE CONSIDERED**

2. Debrief NACOLE Training – any follow-up questions, concerns, feedback?
3. Childcare Reimbursements
4. Review/Update list of required and recommended training topics, update COB 2021 workplan
5. Review/Update list of future COB requested agenda topics
6. Understanding and Implementing a process to replace non active COB members the process by which non active members are replaced (if/when needed)
7. Initial discussion regarding the development of a strategy by which we will recruit the Independent Monitor, and how we will engage the community in the process

**ADJOURNMENT**

Q1 Do you have childcare expenses to be able to attend COB meetings or anticipate having them in the future?

Answered: 11    Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	27.27%	3
No	72.73%	8
TOTAL		11

# Dane County

## Group Child Care Rates

2020



- Group programs in this report include regulated group centers, school age programs, preschools, and camps.
- Responses are based on an approximate 87% return rate.
- Starting in 2020, if a program only offered full time monthly rates, full time weekly rates were converted by dividing the monthly rate by 4.348.
- Madison refers to group programs that have a City of Madison address.
- Outside Madison refers to group programs who are in Dane County and do not have a City of Madison address. Examples are programs located in Fitchburg, Monona, Sun Prairie, DeForest, Verona, Waunakee, Mount Horeb, etc.
- City of Madison accreditation is a voluntary accreditation process based on a set of quality standards. The standards are designed to promote the optimal development of the child. For more information on City of Madison accreditation, please visit their website.

**Dane County Group Center Rates**  
**Full Time Weekly Rates**

Age	2020 Range	2020 Average	2020 Median	2019 Average	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$160 - \$530	\$330.13	\$328.00	\$316.40	\$314.50	4.0%
1 year old	\$150 - \$530	\$328.20	\$325.00	\$312.08	\$310.00	5.0%
2 year old	\$150 - \$440	\$286.65	\$285.09	\$274.39	\$272.50	5.0%
3 year old	\$150 - \$405	\$268.11	\$269.75	\$257.91	\$256.00	5.0%
4 year old	\$150 - \$389	\$259.13	\$256.67	\$249.93	\$250.00	3.0%
5 year old	\$101 - \$397	\$247.36	\$250.00	\$245.14	\$249.86	0.0%
6 + year old	\$ 101- \$350	\$231.29	\$235.00	\$229.17	\$230.00	2.0%

**City of Madison Group Center Rates**  
**Full Time Weekly Rates**

Age	2020 Range	2020 Average	2020 Median	2019 Average	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$251 - \$530	\$357.73	\$359.00	\$341.27	\$330.00	9.0%
1 year old	\$251 - \$530	\$356.79	\$350.00	\$334.65	\$327.50	7.0%
2 year old	\$218 - \$440	\$307.38	\$301.00	\$290.82	\$290.00	4.0%
3 year old	\$208 - \$404	\$258.80	\$289.79	\$271.18	\$270.00	7.0%
4 year old	\$194 - \$389	\$278.41	\$282.00	\$262.40	\$261.00	8.0%
5 year old	\$112 - \$397	\$261.24	\$264.50	\$257.58	\$260.00	2.0%
6 + year old	\$112 - \$327	\$239.83	\$250.00	\$236.59	\$238.50	5.0%

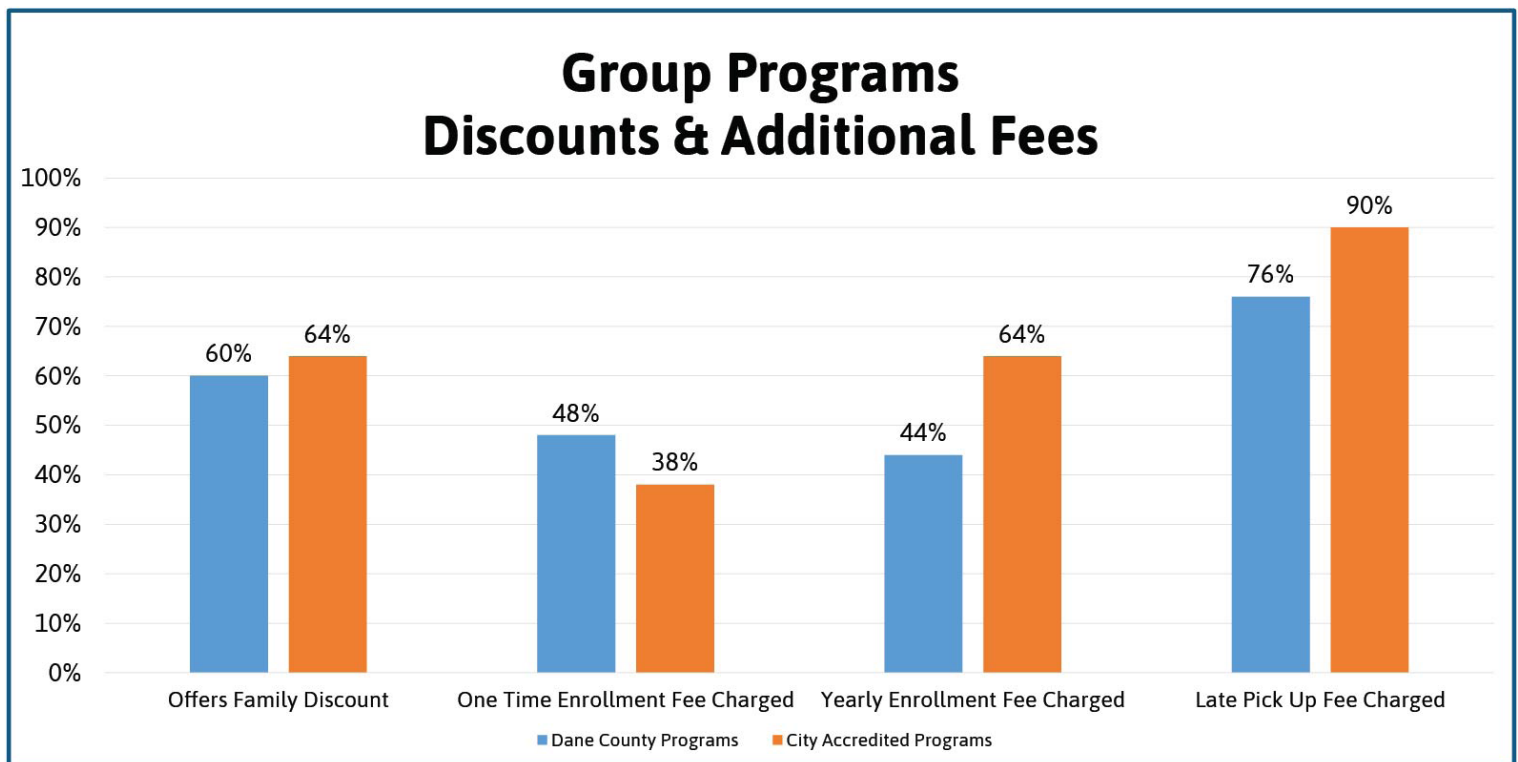
Outside Madison Group Center Rates Full Time Weekly Rates						
Age	2020 Range	2020 Average	2020 Median	2019 Average	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$160 - \$435	\$306.19	\$306.50	\$298.34	\$298.00	3.0%
1 year old	\$150 - \$414	\$301.23	\$308.00	\$294.99	\$299.00	6.0%
2 year old	\$150 - \$376	\$266.92	\$267.00	\$262.11	\$265.00	1.0%
3 year old	\$150 - \$333	\$251.48	\$256.00	\$247.95	\$249.00	3.0%
4 year old	\$150 - \$350	\$243.11	\$249.00	\$241.53	\$244.00	2.0%
5 year old	\$101 - \$350	\$235.25	\$235.00	\$236.53	\$240.00	-2.0%
6 + year old	\$101 - \$350	\$225.74	\$230.00	\$225.05	\$220.00	5.0%

City of Madison Accredited Group Center Rates Full Time Weekly Rates						
Age	2020 Range	2020 Average	2020 Median	2019 Average	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$251 - \$530	\$377.84	\$388.50	\$356.81	\$359.00	8.0%
1 year old	\$251 - \$530	\$376.01	\$392.00	\$349.09	\$340.58	15.0%
2 year old	\$218 - \$440	\$315.82	\$326.59	\$292.44	\$290.00	13.0%
3 year old	\$208 - \$404	\$295.71	\$300.00	\$277.92	\$270.50	11.0%
4 year old	\$208 - \$389	\$289.67	\$297.69	\$272.09	\$267.50	11.0%
5 year old	\$112 - \$397	\$263.05	\$265.50	\$271.95	\$264.00	1.0%
6 + year old	\$112 - \$327	\$240.14	\$258.57	\$247.19	\$246.92	5.0%

Dane County Group Center Rates Part Time Rates							
Age	Part Time Weekly Range	Part Time Weekly Avg	Part Time Weekly Median	Part Time Daily Range	Part Time Daily Average	Part Time Daily Median	Part Time Hourly Median
Infants (0-11 months)	\$180 - \$339	\$257.67	\$267.50	\$40 - \$98	\$70.52	\$71.15	\$7.00
1 year old	\$175 - \$327	\$249.42	\$255.29	\$30 - \$98	\$66.66	\$65.00	\$7.75
2 year old	\$117 - \$351	\$206.34	\$194.00	\$25 - \$88	\$58.60	\$59.90	\$7.75
3 year old	\$117 - \$269	\$188.55	\$184.00	\$25 - \$80	\$55.15	\$57.00	\$8.00
4 year old	\$117 - \$269	\$182.14	\$183.50	\$25 - \$80	\$52.76	\$52.80	\$9.00
5 year old	\$100 - \$269	\$174.93	\$172.50	\$15 - \$80	\$49.69	\$50.00	\$7.50
6 + year old	\$90 - \$250	\$159.54	\$150.00	\$15 - \$80	\$45.87	\$45.00	\$8.00

Dane County Group Center Rates Before and After School Rates			
Weekly Before School Median	Hourly Part Time Before School Median	Weekly After School Median	Hourly Part Time After School Median
\$55.00	\$8.00	\$97.00	\$8.00

- Family discounts vary by program ranging from 5% to 15% off sibling tuition rates.
- One time and yearly enrollment fees range from \$10 - \$300 per child.
- Late pick up fees vary from \$1 per minute to \$50 for every hour. The majority of programs charged \$1 per minute.





# Dane County

## Family Child Care Rates

2020



- Family child care programs in this report include licensed, certified, and provisionally certified family child care homes.
- Responses are based on an approximate 86% return rate.
- Starting in 2020, if a program only offered full time monthly rates, full time weekly rates were converted by dividing the monthly rate by 4.348. Additionally, if a program only offered full time daily rates, full time weekly rates were converted by multiplying the daily rate by 5.
- Madison refers to group programs that have a City of Madison address.
- Outside Madison refers to group programs who are in Dane County and do not have a City of Madison address. Examples are programs located in Fitchburg, Monona, Sun Prairie, DeForest, Verona, Waunakee, Mount Horeb, etc.
- City of Madison accreditation is a voluntary accreditation process based on a set of quality standards. The standards are designed to promote the optimal development of the child. For more information on City of Madison accreditation, please visit their website.

### Dane County Family Child Care Rates

#### Full Time Weekly Rates

Age	2020 Range	2020 Average	2020 Median	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$125 - \$465	\$253.39	\$250.00	\$245.00	2.0%
1 year old	\$125 - \$465	\$251.74	\$250.00	\$240.00	4.0%
2 year old	\$125 - \$465	\$240.82	\$230.00	\$225.00	2.0%
3 year old	\$125 - \$430	\$236.13	\$225.00	\$220.00	2.0%
4 year old	\$125 - \$430	\$231.35	\$225.00	\$215.00	5.0%
5 year old	\$100 - \$430	\$226.70	\$220.00	\$205.00	7.0%
6 + year old	\$100 - \$375	\$217.49	\$205.00	\$200.00	2.0%

### City of Madison Family Child Care Rates

#### Full Time Weekly Rates

Age	2020 Range	2020 Average	2020 Median	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$150 - \$465	\$273.98	\$275.00	\$265.00	4.0%
1 year old	\$145 - \$465	\$272.97	\$275.00	\$266.50	3.0%
2 year old	\$140 - \$465	\$259.69	\$250.00	\$250.00	0.0%
3 year old	\$135 - \$430	\$254.49	\$250.00	\$250.00	0.0%
4 year old	\$130 - \$430	\$245.33	\$235.00	\$235.00	0.0%
5 year old	\$100 - \$430	\$239.24	\$230.00	\$220.00	2.0%
6 + year old	\$100 - \$375	\$232.07	\$225.00	\$220.00	2.0%

Outside Madison Family Child Care Rates Full Time Weekly Rates					
Age	2020 Range	2020 Average	2020 Median	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$125 - \$410	\$234.95	\$225.00	\$225.00	0.0%
1 year old	\$125 - \$410	\$232.71	\$225.00	\$225.00	0.0%
2 year old	\$125 - \$390	\$223.66	\$225.00	\$210.00	7.0%
3 year old	\$125 - \$375	\$219.48	\$215.00	\$205.00	5.0%
4 year old	\$125 - \$375	\$218.37	\$215.00	\$200.00	8.0%
5 year old	\$125 - \$315	\$215.41	\$215.00	\$200.00	8.0%
6 + year old	\$125 - \$315	\$206.05	\$200.00	\$197.50	1.0%

City of Madison Accredited Family Child Care Rates Full Time Weekly Rates					
Age	2020 Range	2020 Average	2020 Median	2019 Median	Median Change from 2019-2020
Infants (0-11 months)	\$200 - \$465	\$306.91	\$300.00	\$291.00	3.0%
1 year old	\$200 - \$465	\$305.72	\$300.00	\$291.00	3.0%
2 year old	\$180 - \$465	\$288.40	\$275.00	\$271.00	1.0%
3 year old	\$180 - \$430	\$279.62	\$265.00	\$260.00	2.0%
4 year old	\$150 - \$430	\$270.85	\$260.00	\$260.00	0.0%
5 year old	\$100 - \$430	\$261.15	\$250.00	\$250.00	0.0%
6 + year old	\$100 - \$375	\$245.58	\$240.00	\$245.00	-2.0%

Dane County Family Child Care Rates Part Time Rates							
Age	Part Time Weekly Range	Part Time Weekly Avg	Part Time Weekly Median	Part Time Daily Range	Part Time Daily Average	Part Time Daily Median	Part Time Hourly Median
Infants (0-11 months)	\$70 - \$410	\$180.69	\$192.50	\$25 - \$105	\$57.64	\$60.00	\$7.00
1 year old	\$70 - \$410	\$178.56	\$190.00	\$25 - \$105	\$56.83	\$60.00	\$7.00
2 year old	\$70 - \$375	\$174.09	\$185.50	\$25 - \$105	\$55.44	\$55.00	\$7.00
3 year old	\$65 - \$375	\$167.97	\$175.00	\$25 - \$100	\$54.56	\$55.00	\$7.00
4 year old	\$60 - \$375	\$157.52	\$165.00	\$25 - \$100	\$53.95	\$54.50	\$6.75
5 year old	\$60 - \$375	\$153.85	\$162.50	\$25 - \$100	\$52.76	\$50.50	\$6.88
6 + year old	\$60 - \$200	\$148.50	\$153.00	\$25 - \$90	\$50.24	\$50.00	\$6.50

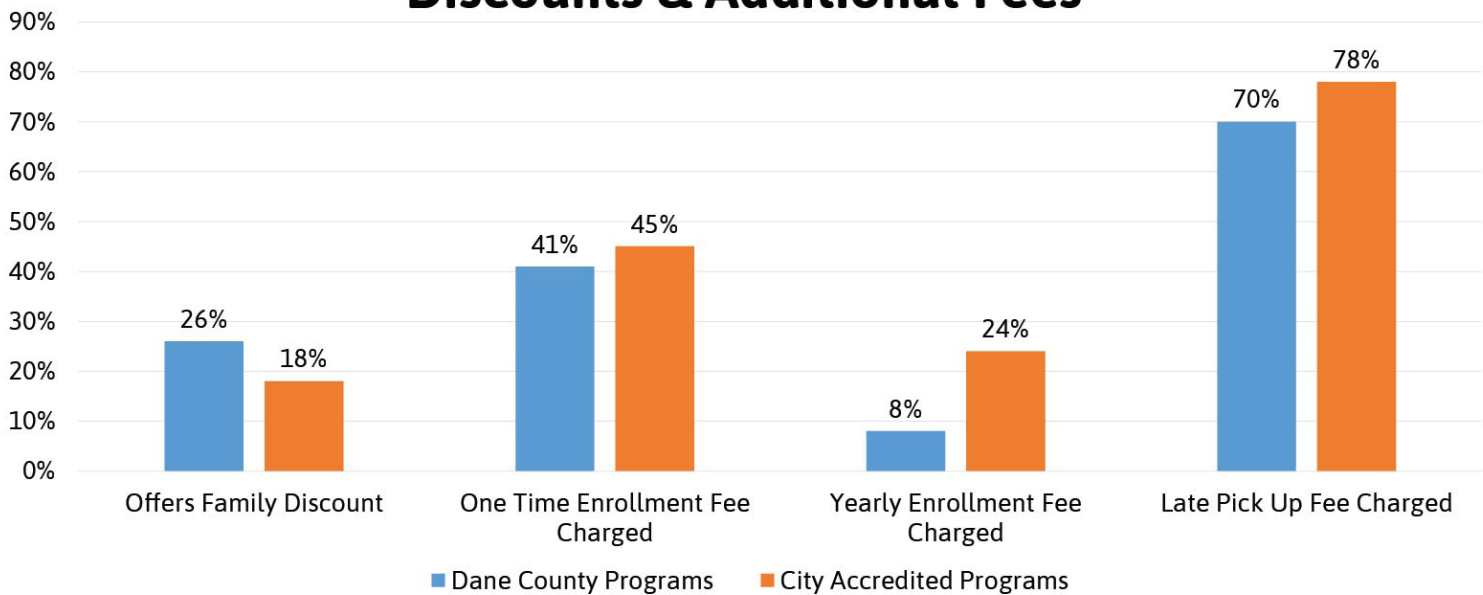


### Dane County Family Child Care Rates Before and After School Rates

Weekly Before School Median	Hourly Part Time Before School Median	Weekly After School Median	Hourly Part Time After School Median
\$65.00	\$6.63	\$75.00	\$6.08

- Family discounts vary by program ranging from 5% to 20% off sibling tuition rates.
- One time and yearly enrollment fees range from \$15 - \$350 per child.
- Late pick up fees vary from \$1 per minute to \$30 for every 15 minutes. The majority of programs charged \$1 per minute.

### Family Child Care Programs Discounts & Additional Fees



# Average Wages

## Dane County Child Care Group Centers

2019



- Group programs include regulated group centers, school age programs, preschools, camps, and Head Start programs.
- All responses were gathered electronically and submitted directly from each program.
- Responses are based on approximately 45% return rate.
- Prior to 2018, wages and benefits survey questions were included in the annual Business Information Form (BIF). This wages survey was sent out via email to all group programs in the 4-C service delivery area in spring and not at the same time as the annual BIF.

### Definitions:

**Average Starting Wage =** average hourly wage for NEWLY HIRED staff  
**Median Starting Wage =** the middle value of wages for NEWLY HIRED staff  
**Average Wage =** the average hourly wage of CURRENT STAFF  
**Median Wage =** the middle value of wages for CURRENT STAFF  
**Minimum Wage =** the minimum hourly wage of CURRENT STAFF  
**Maximum Wage =** the maximum hourly wage of CURRENT STAFF

*Salary wages were divided by 2,080 to convert to hourly wages*

### Dane County Group Center Wages - Summary by Position

Position	Average Starting Wage	Median Starting Wage	Average Wage	Median Wage	Minimum Wage	Maximum Wage
<b>Director</b>	\$19.22	\$18.00	\$22.29	\$20.00	\$10.00	\$50.00
<b>Assistant Director</b>	\$15.90	\$15.19	\$18.90	\$17.98	\$10.00	\$30.00
<b>Program Coordinator</b>	\$16.58	\$16.00	\$19.86	\$19.23	\$13.01	\$33.59
<b>Site Supervisor</b>	\$16.56	\$16.50	\$18.58	\$16.50	\$14.00	\$30.00
<b>Group Leader</b>	\$14.33	\$15.00	\$18.06	\$17.17	\$10.00	\$21.00
<b>Lead Teacher</b>	\$13.82	\$13.77	\$15.66	\$15.63	\$10.00	\$30.01
<b>Assistant Teacher</b>	\$11.23	\$11.00	\$12.52	\$12.50	\$7.25	\$23.00
<b>Substitute Teacher</b>	\$12.10	\$12.00	\$13.65	\$13.50	\$8.08	\$24.27

### Highlights and Key Findings:

- Many of the positions had a wide range in their minimum and maximum wages.
- An average and median wage value was included for all positions. Average data can generally give a good representation of data. However, when using averages, adding one extreme value can pull the average up or down and therefore may give a misrepresentation. Median values are the exact middle of the range and are another tool to evaluate the data.
- Each staff position duties and responsibilities tend to vary for each program. The Department of Children and Families licensing rules will indicate entry level training that is approved for child care workers. This can be found on the [DCF website](http://www.dcf.wisconsin.gov).

### Dane County Director Wages



### Dane County Assistant Director Wages



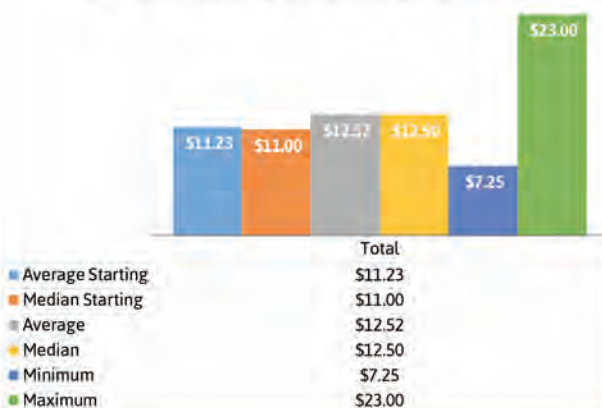
### Dane County Program Coordinator Wages



### Dane County Lead Teacher Wages



### Dane County Assistant Teacher Wages



### Dane County Substitute Teacher Wages





## Dane County Site Supervisor Wages



## Dane County Group Leader Wages



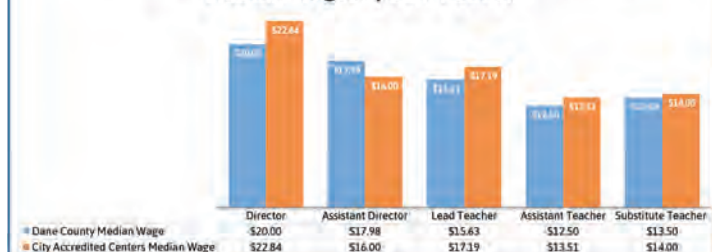
### Dane County Group Centers Compared to City of Madison Accredited Group Centers

- City of Madison Accreditation is a voluntary accreditation process based on a set of quality standards. The standards are designed to promote the optimal development of the child.
- For more information on City of Madison Accreditation, please visit their [website](#).
- Survey responses returned for some positions were low, could not produce valid statistical results and were not included in the survey analysis.

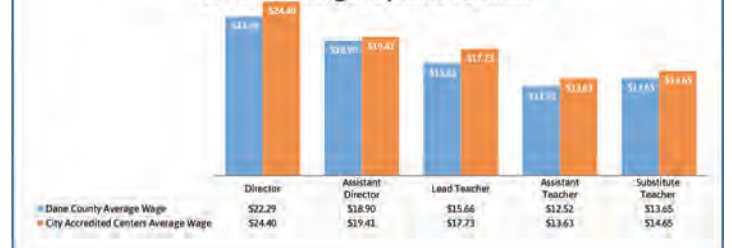
Dane County Compared To City of Madison Accredited Group Center Wages - Summary By Position

Position	Dane County Average Starting Wage	Dane County Median Starting Wage	City Accredited Centers Average Starting Wages	City Accredited Centers Median Starting Wage	Dane County Minimum Wage	City Accredited Centers Minimum Wage	Dane County Maximum Wage	City Accredited Centers Maximum Wage	Dane County Average Wage	Dane County Median Wage	City Accredited Centers Average Wage	City Accredited Centers Median Wage
Director	\$19.22	\$18.00	\$21.73	\$19.00	\$10.00	\$15.93	\$50.00	\$36.00	\$22.29	\$20.00	\$24.40	\$22.84
Assistant Director	\$15.90	\$15.19	\$17.79	\$15.00	\$10.00	\$15.00	\$30.00	\$25.00	\$18.90	\$17.98	\$19.41	\$16.00
Lead Teacher	\$13.82	\$13.77	\$15.83	\$15.25	\$10.00	\$11.97	\$30.01	\$30.01	\$15.66	\$15.63	\$17.73	\$17.19
Assistant Teacher	\$11.23	\$11.00	\$12.01	\$12.00	\$7.25	\$9.35	\$23.00	\$22.45	\$12.52	\$12.50	\$13.63	\$13.51
Substitute Teacher	\$12.10	\$12.00	\$13.02	\$13.05	\$8.08	\$10.00	\$24.27	\$20.17	\$13.65	\$13.50	\$14.65	\$14.00

### Group Centers Dane County Compared to City of Madison Accredited MEDIAN Wages by Staff Position



### Group Centers Dane County Compared to City of Madison Accredited AVERAGE Wages by Staff Position



Civilian Oversight Board   2021 Priorities	Civilian Oversight Board   Required & <u>Requested</u> Training Topics
<ol style="list-style-type: none"> <li>1. NACOLE Training: I, II &amp; III</li> <li>2. City of Madison Hiring Process</li> <li>3. Hiring of Monitor &amp; Staff</li> </ol>	<ol style="list-style-type: none"> <li>1. NACOLE   3, 4-hour sessions</li> <li><del>2. City of Madison HR - Hiring Process - Complete</del></li> <li><del>3. City of Madison EOC - Equitable Hiring Tool - Complete</del></li> <li><del>4. Rules of Engagement re: work of other committees, boards - Complete</del></li> <li>5. Code of Conduct - Ground Rules (re: the 'isms) - <b>Ongoing</b></li> <li>6. Citizens' rights   Example: ACLU</li> <li>7. MPD Training (Use of Force, Policies &amp; Procedures, etc.) <ol style="list-style-type: none"> <li>a. MPD Training topics   Marci Paulsen (does MPD training)</li> </ol> </li> <li>8. PD New Officer Training &amp; Ongoing Training Topics - by Chief Barnes (Isadore)   Assistant Chief Patterson?</li> <li>9. 177 Recommendations   Update, develop COB review process? <ol style="list-style-type: none"> <li>a. Future recurring meeting topic</li> <li>b. Update from Common Council</li> </ol> </li> <li>10. Team Building Exercises <ol style="list-style-type: none"> <li>a. Interpersonal Skills, Communication, Crucial Conversations <ol style="list-style-type: none"> <li>i. Roberts Rules offers some guidance</li> </ol> </li> <li>b. Retreat (In-person - following social distancing guidelines) <ol style="list-style-type: none"> <li>i. Ideas: Municipal Building - lunch or something</li> </ol> </li> </ol> </li> <li>11. Trauma-Informed Care</li> <li>12. Shadayra's List of training topics</li> </ol>
Civilian Oversight Board   Proposed Meeting Agenda Topics	Recurring COB Meeting Agenda Topics
<p><b>Proposed Civilian Oversight Board Meeting Agenda Topics:</b></p> <ul style="list-style-type: none"> <li>- PFC Hiring Process - used to recruit Chief of Police - Completed</li> <li>- Update re: legal claim re: process by which COB was created - Pending</li> <li>- Body cam and Tear gas reports - Ankita</li> </ul> <p><b>Proposed COB Executive Sub Committee Meeting Agenda Topics:</b></p> <ul style="list-style-type: none"> <li>- Identifying/Understanding the process by which non active members are replaced (if/when needed)</li> <li>- Member Attendance, Participation, Training</li> </ul> <p>Note: Rules exists- 3 consecutive meetings missed, or 5 out of 12 meetings missed - Chair to report to Mayor</p> <ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- COB Budget - scheduled to be determined by Finance (maybe quarterly)</li> <li>- Required &amp; Recommended Trainings</li> <li>- Public Relations re: Community Relations</li> <li>- 177 Recommendations   Update, develop COB review process? <ul style="list-style-type: none"> <li>o Updates from Common Council</li> <li>o MPD Presentation to PSCR re: 177 Recommendations 03.10.21 <ul style="list-style-type: none"> <li>▪ Independent viewing of presentation?</li> </ul> </li> </ul> </li> </ul>

## City of Madison Civilian Oversight Board's | Recruitment & Community Engagment Plan

*to assist with hiring of the City of Madiso n's | **Independent Police Monitor***

ACTION ITEMS	CHECK-IN / DUE DATE	NOTES
Review Position Description using City of Madison's Equity Toolkit & Recommend Edits   Draft Essay Questions	May 12th	
Presentation: Equity Team to share recommended edits of the PD, from thier assessment using Equity Tool) to full COB	April 29th	Full COB Meeting Agenda
Review of Supplemental Essay Questions   Closed Session	April 29th	HR to share potential questions
Final Review of Equity Task Force's recommended edits to Position Description (updates since April 29th presentation) - Materials to advance to Common Council for thier review during May 18th Common Council Meeting	May 13th	30 Minute presenation, prior to NACOLE Training Session #
Finalize Supplemental Essay Questions   Closed Session - Common Council review needed?	May 13th	
Common Council's Approval of Recommended Edits to Position Descripton		
Schedule mtg. w/Ruben S. re: Community Engagement, Public Relations Strategy		
Recruitment Process: Post, Promote (in partnership with others) and Close Independent Monitor Job Posting	May 27th	
Determine Position Open/Close Dates		
Identify Posting Locations (sites) & Promotional Partners: Networks, WoM, Paid Promotions, NACOLE, 20 Partner Organizations, Others?		
Identify Recruitment Process Partners to help with reviewing essay questions, serving on intererview panels, hosting community listening sessions: 20 Partner Organizations, LVN, Others?		Consider potential costs of LVN
Post & Promote Position		
Review Applications - Confirm minimal number of qualified applications received		
Close Position (if/when ## of eligible applicants have successfully applied)		
Design Community Engagement / Listening Process & Block Schedules	April 21st	
Outline Community Engagement Process	April 21st	include names of partners invited to participate in each step
Engage 20 partner organizations in Community Engagement Process   Others?		
Identify any others to include in Community Engagement Process		
Identify potential partners: LVN (Virtual Conversations)		
Supplemental Essay Questions: Draft, Finalize, Recruit Review Panel, Score Questions	June 24th	
Draft Supplemental Essay Questions		
Edit & Finalize Essay Questions		
Recruit Panel to Review & Score Supplemental Essay Questions		
Train Panel: How to Review & Score Supplemental Essay Questions		
Review & Score Supplemental Essay Questions		
1st Round Interviews	July 8th	
Recruit: 1st Interview Panel		
Schedule 1st Round of Interviews		
Decision: Advance / Regrets		
2nd Round Interviews	July 15th	
Recruit: 2nd Interview Panel		
Schedule 2nd Round of Interviews		
Decision: Advance / Regrets		



City of Madison Civilian Oversight Board's | Recruitment & Community Engagment Plan  
to assist with hiring of the City of Madiso n's | **Independent Police Monitor**

ACTION ITEMS	CHECK-IN / DUE DATE	NOTES
3rd & Final Interviews (if needed)	July 22nd	
HIRE & Onboard Independent Monitor	July 29th	
Recruit & HIRE Independent Monitor Office Staff	August 30th	

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### **33.01 BOARDS, COMMISSIONS, AND COMMITTEES PROCEDURES.**

(8) Attendance, Quorum and Voting.

- (a) If at any board, commission or committee meeting, a quorum is not secured within fifteen (15) minutes of the officially scheduled meeting time, the Sub-unit shall adjourn without taking any action, except that it may set a date and time for its next meeting.
- (b) The chair of each board, commission, and committee (or staff if delegated by the Chair) shall report to the Mayor and Common Council Office each instance in which a member is absent from three consecutive meetings or five (5) meetings out of twelve (12). For purposes of this reporting only, a called meeting that is not held due to lack of a quorum shall count toward a missed meeting by any member not present. The Mayor shall take appropriate action to secure the attendance of such members including, in the Mayor's discretion, requesting their resignation or requesting that the Council remove the person from the Sub-unit.
- (c) In the absence of any statute or ordinance that establishes the quorum for any Sub-unit, quorum is a majority of the number of members fixed by law. Vacant positions shall be counted in determining the quorum of such a body. (Cr. by Ord. 13,652, 7-7-04; Renum. by ORD-07-00048, 4-12-07; Am. by ORD-14-00012, 1-14-14)
- (d) In the absence of any statute or ordinance to the contrary, motions before any Sub-unit shall be passed by an affirmative vote of not less than a majority of the Sub-unit in attendance so long as such majority vote is not less than a majority of the quorum of Sub-unit. (Cr. by Ord. 13,652, 7-7-04; Renum. by ORD-07-00048, 4-12-07)
- (e) If a Sub-unit commences a meeting with a quorum, and at any time thereafter loses quorum, the Sub-unit may only take the following actions in the absence of a quorum: fix a time to adjourn, adjourn, recess, or institute actions such as a Call of the House to obtain a quorum. The chair of any Sub-unit is charged with monitoring the absence of quorum. (Cr. by ORD-14-00048, 3-6-14)

# CIVILIAN OVERSIGHT OF LAW ENFORCEMENT

A TRAINING BY THE NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW  
ENFORCEMENT FOR THE MADISON, WISCONSIN POLICE CIVILIAN REVIEW BOARD

APRIL 15, 2021

EDUCATIONAL SESSION II



# INTRODUCTIONS

**ANTHONY FINNELL**

NACOLE BOARD MEMBER


**CAMERON MCELLHINEY**

DIRECTOR OF TRAINING & EDUCATION

# TRAINING OVERVIEW

- Effective, Location-Based Community Outreach and Engagement
- Developing Policies and Procedures
- Conducting Evaluations





# Effective Location-Based Community Outreach & Engagement





© Ricardo Levins Morales

“If you have come to help me you are wasting your time.

But if you have come because your liberation is bound up with mine, then let us work together.”

*Australian Aboriginal activists in  
Queensland, 1970s*

# COMMUNITY – WHO ARE WE TALKING ABOUT?

- Broader Community
- Affected Communities
- Institutions

# WHAT DO WE MEAN BY COMMUNITY ENGAGEMENT?

- Gathering perspectives of community members
- Sharing them with stakeholder partners
- Developing recommendations that are informed by community views
- Providing education and training
- Educating community members
- Informing the community about the process and status of reforms

# WHAT DO WE MEAN BY COMMUNITY ENGAGEMENT? (continued)



- Informing the community about recommendations and adopted policies
- Informing the community about oversight agency and its role
- Supporting and/or promoting training of affected & broader communities
- Supporting and/or promoting the training of Department employees
- Gaining insight on important issues
- Being a resource to the community





## FUNDAMENTAL QUESTION

What steps will be taken to communicate and engage with the community that will allow continued understanding of their needs **AND** allow the community to know what work is being done by the oversight agency?

“

If you don't know where you are  
going, any road will take you  
there.

”

-ALICE FROM *ALICE IN WONDERLAND*

# Theory of Change





# 13 Principles of Civilian Oversight

# Principles of Civilian Oversight

## Independence

Clearly defined and adequate jurisdiction and authority

Unfettered access to records and facilities

Access to LE executives and IA staff

## Full cooperation

### **Sustained stakeholder support**

Adequate funding and resources

Public reporting and transparency

Policy and pattern analysis

## **Community outreach**

### **Community involvement**

Confidentiality, anonymity, and protection from retaliation

Procedural justice and legitimacy

# Sustained Stakeholder Support

- Who are our stakeholders in civilian oversight?
- Short-term vs. long-term support
- Maintaining productive relationships

# Community Outreach

- Build awareness
- Build relationships and coalitions
- Facilitate better understanding
- Maintain public support and legitimacy

# Community Involvement

- Community and stakeholder input
- Establishing degree of stakeholder involvement





# Effective Practices

Community Outreach and Inclusion



# Assessing Outreach Needs

*Oversight practitioners should plan and evaluate their outreach needs based on resources, mandate, goals, as well as local needs and challenges.*



# Partnerships with Community Organizations

*An oversight agency's outreach efforts can be strengthened by developing partnerships with local community organizations.*



# Targeting Outreach to Key Groups

*Targeting and tailoring outreach efforts to key local stakeholders can maximize an agency's reach and ability to share relevant information.*

# Key Stakeholder Groups

- Complainants
- Community at Large
- Targeted Community Groups
- Law Enforcement
- Law Enforcement Unions
- Local Government Officials

# Community Inclusion in Developing Mediation Program

*An oversight agency should work with local stakeholders to develop protocols determining which types of complaints are eligible for mediation*





“

If the great popular masses are without a more critical understanding of how society functions, it is not because they are naturally incapable of it—to my view—but on account of the precarious conditions in which they live and survive, where they are “forbidden to know.” Thus, the way out is not ideological propaganda and political “sloganizing,” as the mechanists say it is, but the critical effort through which men and women take themselves in hand and become agents of curiosity, become investigators, become subjects in an ongoing process of quest for the revelation of the “why” of things and facts.


”

- PAULO FRIERE

ENGAGEMENT IDEAS

Break

10 MINUTES



# DEVELOPING POLICIES & PROCEDURES

# Policy vs Procedure

- ▶ **Policy** (*noun*) - a course or principle of action adopted or proposed by a government, party, business, or individual. A policy is a deliberate system of principles to guide decisions and achieve rational outcomes.
- ▶ **Procedure** (*noun*) - an established or official way of doing something. A procedure is the method in which a policy is implemented.



# The following steps summarize the key stages involved in developing policies:

1. Identify need
2. Identify who will take lead responsibility
3. Gather information
4. Consult with appropriate stakeholders
5. Draft policy
6. Finalize / approve policy
7. Consider whether procedures are required
8. Implement
9. Monitor, review, revise



# Step 1. Identify Need

- ▶ We are about to purchase body-worn camera systems for our agency however we don't know when and where the systems should be activated.
- ▶ There was a high-speed police pursuit of a traffic violator through downtown during rush hour resulting in a crash with several people injured.
- ▶ The Blue Ribbon committee issued a report with 50 recommendations for improving the police department.

## Step 2. Identify Who Will Take Lead Responsibility.

- ▶ Individual
- ▶ Working group
- ▶ Sub-committee
- ▶ Staff members

## Step 3. Gather Information

- ▶ Do you have any legal responsibilities in this area?
- ▶ Is your understanding accurate and up to date?
- ▶ Have other organizations tackled the same issue?
- ▶ Are there existing templates or examples that you could draw on?
- ▶ Where will you go for guidance?

## Step 4. Consult with Appropriate Stakeholders.

- ▶ Community members/Supporters
- ▶ Activists
- ▶ City Attorney or independent counsel
- ▶ HR and appropriate City Administration (where applicable)
- ▶ Staff
- ▶ Board members
- ▶ Police administration (where applicable)
- ▶ Police union (where applicable)

## Step 5. Draft Policy

- ▶ Ensure that the wording and length or complexity of the policy are appropriate to those who will be expected to implement it.
- ▶ Designate one person to make the first draft; then, if working as a group, allow the others to make edits/revisions.
- ▶ It is recommended to work from a single document.
- ▶ Do edits/revisions in track changes and do not accept changes until the document has been approved.



## Step 6. Finalize/Approve Policy

- ▶ Who will approve the policy?
- ▶ Is this a strategic issue that should be approved by the Board or is the Board confident this can be dealt with effectively by staff?

## Step 7. Consider Whether Procedures Are Required.

- ▶ Who will be responsible for developing these procedures?
- ▶ When will this be done?
- ▶ What will be the processes for consultation, approval and implementation?

# Step 8. Implement

- ▶ How will the policy be communicated and to whom?
- ▶ Is training required to support the implementation among staff and volunteers?
- ▶ Should the organization produce a press release (for external policy positions)?

## Step 9. Monitor, Review, and Revise

- ▶ What monitoring and reporting systems are in place to ensure that the policy is implemented and to assess usage and responses?
- ▶ On what basis and when will the policy be reviewed and revised (if necessary)?

# What Policies Do You Need to Develop?

- ▶ Look at external policy influence and internal policy development.
- ▶ The need for policy development needs to be kept under constant review. Organizations need to consider both internal and external policies required by the organization.
- ▶ Keep in mind that as a Board you are a part of the city government and like any governmental entity, subject to lawsuits and claims against you. Having policies in place will be beneficial should there be litigation.



# Policy Development

- ▶ Policy development falls into two distinct categories:
  - ▶ 1. External policy influence
  - ▶ 2. Internal policy development

# CONDUCTING EVALUATIONS

# Effectiveness of the Monitor's Office

- Detailed Employee Survey
  - Level of employee engagement
- Qualitative Survey of PCOB Members
  - Communication
  - Monitoring, Conducting & Reviewing of Investigations
  - Policy Recommendations
  - Community Engagement
  - Public Reporting
  - Leadership
- Interviews With City Government Stakeholders
  - Pattern Analysis and Training Impact
  - Policy Input & Overview
- Series of Quantitative Performance Measures
  - Workload Measures
  - Community Outreach Events Held/Attended
  - Officer Outreach Events Held/Attended
  - Timelines for Complaint Review/Referral

# Annual Review of the Chief of Police

- Performance of Duties
- Cooperation with Civilian Oversight Process
- Interaction with the Community

# Effectiveness of the Police Civilian Oversight Board

- Mandates Met
- Community Engagement Efforts
- Community Awareness
- Community Recommendations
- Internal Recommendations





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