

Madison Police Department Strategic Plan Recommendations Alignment with Previous Reports



April 18, 2023

In formulating MPD's 5-year strategic plan, it was important to remain aware of the following reports and their recommendations:

1. OIR report
2. MPD Policy & Procedure Review Ad Hoc Committee Report
3. Quattrone Report

Careful thought was given to ensure the principles and recommendations of these reports were incorporated in the strategic plan where practical and appropriate. The first recommendation in the OIR report implored us to consider their findings in devising a strategic plan. Many of the Ad Hoc Committee recommendations are directives to adhere to a specific OIR recommendation.

It is important to note that the recommendations from these reports stands independently, and the 5-year strategic plan does not supersede or replace them. Many of the recommendations can be action items to address initiatives proposed in the strategic plan. We encourage MPD to consider these documents complimentary and utilize them in executing the strategic plan.

In reviewing the reports, we note that several of their overarching themes, such as; Community Engagement, Effective Public Communication, Member Wellness, Community Partnerships, Mental Health Protocols, and others, are reflected in MPD's four strategic goals of (1) Madison-Centric Policing, (2) Public Communication, (3) Youth Engagement, and (4) Workplace Culture which forms the foundation of MPD's strategic plan.

There are 61 action items in MPD's strategic plan. The following provides a non-exhaustive summary of where some recommendations from those reports are addressed in the strategic plan. It is important to note that several recommendations are addressed in multiple action items across the four strategic goals.

OIR Report

RECOMMENDATION 8: MPD should work to effectively support and incorporate officer-driven outreach efforts within specific communities, such as Amigos en Azul, into its larger community policing strategies.

MPD Strategic Plan Response

Goal 1 Madison-Centric Policing

Priority 1 Build Strong Trusting Community Relationships

1.1 Action:

Create a monthly reporting process to share policing priorities, strategies and results with Alders and City leaders. Reports should include information on calls for service, significant incidents and statistics on proactive community activities aimed at building trust with the community.

1.2 Action:

Utilize MPD's social media presence to share daily successes and challenges of policing in Madison and providing regular updates on strategic priorities.

1.3 Action

Create Community Advisory Groups to work with MPD to promote crime prevention and community safety among diverse community groups. Priority should start with African American, Hispanic, and Asian communities and extend to other marginalized community groups, according to census data. Groups should meet monthly to facilitate relationship building and information sharing. Meeting minutes should be posted on MPD's website to facilitate information sharing and relationship building.

OIR Report

RECOMMENDATION 10: MPD should consider implementing the 21st Century Policing Task Force's Action Item to make all department policies available for public review.

RECOMMENDATION 112: MPD should continue to strive for a diverse recruitment and hiring program, and should regularly assess its criteria and any other hiring process to ensure there is no unnecessary exclusion of persons who otherwise might be excellent officers.

MPD Strategic Plan Response

1.4 Action:

Through in-person, online seminars, and regular social media updates, increase public education and awareness of police policies, procedures, and budgetary components of policing. This should include topics such as recruiting, training, use of force policy, internal discipline processes, and topical issues raised by the community.

Quattrone Report

Recommendation 16. MPD should continue to develop, equip and train mobile units on bicycles or in cars that can identify and interrupt vandals or others committing criminal acts during protests while minimizing interactions or interference that is undesired by protesters.

MPD Strategic Plan Response

1.5 Action:

Begin a feasibility study and revitalize MPD's Bike Program in promoting relationship building and greater community engagement across Madison, with a strong emphasis on downtown safety.

OIR Report

RECOMMENDATION 2: MPD should continue its active role in collaborative programs that address systemic inequity, like the "Unpaid Ticket Resolution Days," and set internal goals for accomplishing such events each year.

RECOMMENDATION 23: MPD should continue to dialogue with the City's Rapid Response Team to further develop a productive working relationship, and to assist in the Team's overarching objective of enhancing trust and providing additional services to the community victimized by a major crime.

MPD Strategic Plan Response

1.6 Action:

Assess restructuring the Community Policing Teams model to help build and instill Community Police principles within MPD and the community.

1.7 Action:

Assign a team to explore cross-sector partnerships to build a multi-disciplinary, collaborative approach to policing across Madison in keeping with Community Police principles. This includes exploring harm reduction models of intervention relative to addictions issues, supportive mental health services, youth services, and a whole of community approach to issues that bring people into conflict with the law. Partnerships with the academic community should be a cornerstone of this initiative to help police gain a greater understanding of police practices which may have counterproductive impacts on

1.8 Action:

Prioritize adding a second PIO position in future budget requests to work evening hours and create a Social Media Team made up of officers and civilians to enhance internal and external communication.

OIR Report

RECOMMENDATION 84: MPD should regularly evaluate its use of force training to make sure it continues to be consistent with best practices, maximizes its ability to meet the demands of the Madison community, and is considered by officers to be effective at preparing them for real-life encounters.

RECOMMENDATION 120: MPD should continue to examine training protocols throughout the country and use that review to continue to improve its well-functioning training.

Quattrone Report

Recommendation 4. MPD should re-examine current community policing and community engagement models throughout the U.S. and internationally for models and techniques that can help it better understand and communicate with groups that are marginalized and/or not currently supportive of police departments.

MPD Ad Hoc Committee Report

Recommendation 103 [CRT #10]: MPD should utilize ICAT as part of its training curriculum. Note: ICAT (Integrating Communications, Assessment, and Tactics) is an innovative training program developed recently by the Police Executive Research Forum (PERF) to teach best practices for safely defusing situations that involve people behaving erratically and often dangerously (incapacitated by mental illness and/or intoxication), but without a firearm—the people most frequently subject to officer uses of force.

Recommendation 128 [CRT #6]: MPD should reach out to NYPD administration to gain a detailed understanding of NYPD's schema of "firearms control," to determine if NYPD's approach, or elements of it, could be useful in reducing the frequency of officer involved shootings in Madison. If the answer is affirmative, MPD should consider incorporating this approach.

Recommendation 129 [CRT #7]: MPD should reach out to the Police of Finland, particularly the Police University College, and send at least one command officer to Finland, to learn about Finnish Police methods (training, tactics, etc.) that may be useful for reducing the frequency of fatal officer involved shootings. o Note: Although Finland and the United States both have high rates of violence and high per capita gun ownership, the per capita rate of fatal officer-involved shootings is about one hundred-fold lower than in the U.S., and the rate of injuries to Finnish police officers is also much lower.

MPD Strategic Plan Response

1.9 Action:

Begin an environmental scan to develop an Agency Consortium of police departments to learn and share best practices on community engagement, policies, and 21st Century Policing principles.

3.1 Action:

Develop and begin delivering training on evidence-based policing to all members of MPD.

3.2 Action:

Create a Research Advisory Committee to enhance MPD's research capabilities through strategic partnerships with academia and ensure MPD's policies and practices are evidenced-based.

4.1 Action:

The Madison Police Department, Mental Health Unit, will continue to provide a coordinated, professional and compassionate police response to individuals affected by mental illness and their families. Our goal is to improve safety for community members and police while reducing calls for police service related to mental illness issues. We will work collaboratively with partner agencies to achieve improved outcomes for individuals affected by mental illnesses or suffering a crisis by connecting them to needed services and diverting them away from the criminal justice system whenever possible.

4.2 Action:

MPD believes in helping community members find holistic, restorative paths away from crime. We know we achieve better individual and community outcomes by working with the community in healthy restorative justice practices. MPD will continue to work proactively with the Dane County Community Restorative Court to find community-driven solutions to crime that reduces the burden on courts, reduce discriminatory barriers and future recidivism, and reduce crime and the impacts of the criminal justice system on marginalized communities.

Priority 2 Improve Operational Awareness and Capabilities

OIR Report

RECOMMENDATION 12: MPD should continue to constructively engage with its community by increasing its emphasis on participating in community-initiated events.

MPD Strategic Plan Response

2.1 Action:

Work with the Madison Professional Police Officers Association to explore evidenced-based staffing practices that allow for greater proactive policing, crime reduction, and community engagement.

2.2 Action:

Assign a team to explore proactive steps MPD can take to improve recruitment and retention of police employees such as wage, shift schedules, EAP program enhancements and associated workplace benefits.

MPD Ad Hoc Committee Report

Recommendation 157 [CRT #24]: MPD should integrate into its staff psychologist/peer support program an annual wellness support program that mandates annual mental wellness assessments with ongoing stress management counseling, restorative support and restoration practices built into police shifts. With all officers participating in this program, it's fundamentally equitable. No single officer's participation will appear out of the ordinary thus protecting them for an invasion of privacy or being ostracized. The annual wellness assessment will not be a fitness for duty evaluation except when a therapist, as part of their ordinary duties, is required to disclose information to protect the public from harm. The City of Madison should provide sufficient funding to support these assessments.

Recommendation 158 [CRT #25]: MPD should establish a policy to ensure the privacy and confidentiality of all officers as they participate in the mental wellness program. • Recommendation 159 [CRT #43]: The City of Madison should advocate for changes in Wisconsin State Statutes to allow law enforcement officers to receive workers' compensation and duty disability for

PTSD acquired as a result of the day to day traumas and stresses of police work, as outlined in recently introduced legislation.

MPD Strategic Plan Response

2.3 Action:

Bearing in mind the various types of trauma to which employees can be exposed, begin reviewing member wellness programs and policies to ensure trauma-informed care is embedded in EAP, as well as creating an infographic to inform employees of all the opportunities for increased member wellness.

Priority 3 Evidenced-Based Policing

MPD Ad Hoc Committee Report

Recommendation 19 [CRT #9]: MPD should seek a collaboration with statisticians from University of WisconsinMadison, or highly-qualified statisticians elsewhere who have researched policing and racial bias, to determine if communities of color in Madison are incurring differential policing. Specifically, analysis should be conducted to determine (a) if rates of stops, arrests, and citations by MPD are correlated with neighborhood racial composition after controlling for crime rates, and (b) if the proportion of stops resulting in arrests or citations (hit rates) differs across racial and ethnic groups. If analyses do show differential policing, MPD should consider measures such as reallocation of policing resources across neighborhoods and corrective training

MPD Strategic Plan Response

3.1 Action:

Develop and begin delivering training on evidence-based policing to all members of MPD.

OIR Report

RECOMMENDATION 84: MPD should regularly evaluate its use of force training to make sure it continues to be consistent with best practices, maximizes its ability to meet the demands of the Madison community, and is considered by officers to be effective at preparing them for real-life encounters.

MPD Strategic Plan Response

1.4 Action:

Through in-person, online seminars, and regular social media updates, increase public education and awareness of police policies, procedures, and budgetary components of policing. This should include topics such as recruiting, training, use of force policy, internal discipline processes, and topical issues raised by the community.

3.1 Action:

Develop and begin delivering training on evidence-based policing to all members of MPD.

3.2 Action:

Create a Research Advisory Committee to enhance MPD's research capabilities through strategic partnerships with academia and ensure MPD's policies and practices are evidenced-based.

Quattrone Report

Recommendation 44. MPD mobile units must act in accordance with MPD's Equal Protection policy, ensuring that their acts are not "based solely upon an individual's membership, association, identification or protected class" as they work to support crowd events and ensure neutrality in their assessments of probable cause and their selection of whom to arrest.

Recommendation 45. MPD should be aware that a suspicion of racial bias will be part of the public response in any arrest of a non-White suspect, and should be ready to proactively address that concern when explaining the Department's actions.

MPD Ad Hoc Committee Report

Recommendation 21 [OIR #11]: As part of its ongoing and constructive support of an innovative program, MPD should dialogue with its criminal justice partners to consider whether restorative justice programs available for controversial high media profile incidents can be made available for similar incidents that do not rise to the same level of media attention.

MPD Strategic Plan Response

3.4 Actions:

Develop and deliver education and refresher courses on Procedural Justice Principles to all MPD employees.

Begin a systematic review of MPD policies to ensure they adhere to Procedural Justice Principles.

Quattrone Report

Recommendation 47. The City of Madison should reconsider whether the benefits of body-worn camera technology in allowing for the review of arrest techniques outweigh the privacy concerns of having community members on video

OIR Report

RECOMMENDATION 135: Before a body-worn camera pilot project is implemented, MPD should seek the input of stakeholders—including City leaders, prosecutors and defense attorneys, civil rights litigators, privacy advocates, the community at large, and rank-and-file officers—to identify and prioritize, to the extent possible, the intended benefits and potential drawbacks of any body-worn camera adoption.

RECOMMENDATION 136: Before a body-worn camera pilot project is implemented, MPD should work with stakeholders to develop policies for that implementation consistent with the principles set out in this Report, and with intended benefits identified and prioritized in a manner consistent with the prior Recommendation.

MPD Strategic Plan Response

3.6 Action:

Continue to pursue implementation of body worn cameras.

Goal 2 Youth Engagement

Priority 1 Engage in Relationship Building with Youth of Color

OIR Report

RECOMMENDATION 16: MPD should devise additional ways to solicit and encourage feedback from all of its communities regarding the performance of the Department.

MPD Strategic Plan Response

1.1 Action:

Conduct baseline surveys and focus group sessions to get feedback from youth of color on their perceptions of policing in Madison.

1.2 Action:

Develop and establish a safe forum for discussions between youth of color and police. A skilled moderator should host these sessions with a clear understanding of policing and the need to create healthy, trusting relationships between police and youth of color. These forums should be strictly voluntary for youth to attend.

1.3 Action:

Conduct follow-up surveys and focus group sessions on determining the efficacy of measures and adjusting to meet intended outcomes. This process should continue throughout the life of the strategic plan and be adjusted based on youth feedback and recommendations from the work group.

Priority 2 Create Spaces for Dialogue Between Police and Young People

2.1 Action:

Continue to engage the Chief's Youth Advisory Board in monthly meetings where youth can share thoughts and ideas on policing priorities and concerns in Madison. Hold annual assessment of activities and outcomes from meetings to ensure they continue to meet the evolving needs of youth and police.

2.2 Action:

Use MPD's influence to advocate for youth on various social justice matters that bring them into conflict with the law, such as homelessness, substance use disorder, mental health and a host of other social determinants of health and crime.

Goal 3 Public Communications

Priority 1 Develop an Overarching MPD Communication Strategy

Quattrone Report

Recommendation 39. During community engagements prior to and after protests, MPD should explain the rationale behind its policies and practices involving uses of force at crowd events. For example, MPD uses multiple officers to overwhelm a target for arrest so that less physical force is actually exerted by MPD. This safety rationale should be understood by the community, as it often appears that MPD is "ganging up" on a single community member. Video reviews and community discussions of videos from these protests may be useful as dialogue and education tools for MPD and community alike.

Recommendation 48. When responding to the scene of an arrest, MPD officers should be aware that they are likely to be filmed, and after a scene is stabilized should be prepared to clearly articulate the public safety rationale for police actions, to clarify events and reduce tensions.

Recommendation 50. As part of its community policing and community engagement initiatives, MPD should provide education regarding acts that it will permit as protected political speech in a protest, and acts that it will consider to harm or threaten to harm others and therefore trigger a police intervention or arrest. Video reviews and community discussions of videos from these protests may be useful as dialogue and education tools.

Recommendation 52. During periods when protests are not occurring, MPD and community organizations should engage in community dialogues that explain the safety concerns related to protest activity that targets various types of buildings, including but not limited to government buildings, commercial buildings, residences, and mixed use commercial/residential buildings, and the obligations of MPD and the Madison Fire Department (MFD) to take various actions to protect each of those types of buildings to ensure that protest activity does not create dangers to others.

Recommendation 53. MPD should identify and train a group of Community Dialogue Representatives, individuals outside MPD who can be briefed on protester and MPD expectations for the protest and who can identify the changing needs of the protesters to MPD in ways that will maximize the ability of MPD to facilitate peaceful protests and prioritize life over property while striving to protect both. These individuals should have direct access to mobile SET and medical units who are on call and can respond immediately in the event of an altercation within the crowd

MPD Strategic Plan Response

1.1 Actions:

- Work with key stakeholders to identify the objectives of a communication plan.
- Identify barriers to plan implementation.
- Identify key communication avenues.
- Articulate expectations for open and transparent communication at all levels and communicate department-wide.
- Develop and deliver education on when information should be shared and clarify privacy protocols regarding information from other agencies.

OIR Report

RECOMMENDATION 32: With community and City stakeholder input, MPD should devise a media release policy setting out objective parameters regarding when information about arrests of persons will be proactively publicly released.

Quattrone Report

Recommendation 39. During community engagements prior to and after protests, MPD should explain the rationale behind its policies and practices involving uses of force at crowd events. For example, MPD uses multiple officers to overwhelm a target for arrest so that less physical force is actually exerted by MPD. This safety rationale should be understood by the community, as it often appears that MPD is “ganging up” on a single community member. Video reviews and community discussions of videos from these protests may be useful as dialogue and education tools for MPD and community alike.

Recommendation 48. When responding to the scene of an arrest, MPD officers should be aware that they are likely to be filmed, and after a scene is stabilized should be prepared to clearly articulate the public safety rationale for police actions, to clarify events and reduce tensions.

MPD Strategic Plan Response

Priority 2 Deliver Communications Training at All Levels

2.1 Action:

Develop and begin to deliver direction and training to members at all levels to ensure MPD’s daily interactions and communication with the public build and maintain strong trusting relationships.

OIR Report

RECOMMENDATION 6: The City should move apace to providing a translation function for its website so that MPD’s information (as well as other City information) can be more facilely accessed and used by persons with limited English proficiency.

MPD Strategic Plan Response

Priority 3 Enhance MPD Website

3.1 Action:

- Complete restructuring of MPD's website to improve the user experience, their ability to find information, access to resources and external partners, and access for limited English proficiency (LEP).
- Leverage newer versions of technology to improve the user interface to the Madison Police website and internal file and information sharing website.

Priority 4 Improve Translation Services

4.1 Action:

Work to ensure compliance with the City's Language Access Plan and allow access to quality interpretation and translation services.

Quattrone Report

Recommendation 1. MPD should work consistently and proactively to increase trust between the Department and the community regarding MPD's commitment to supporting protests, and in particular protests against police behavior. This work should be done in tandem with the Civilian Oversight Board (COB) and others who can assist in improving relationships with other community groups and activists who do not currently communicate with MPD. MPD should regularly engage with community activists and representatives and provide clear expectations on what acts taken by protesters might generate a response from MPD officers. MPD should provide metrics for success in improving these relationships, and this information should be available to the public online and through regular and social media.

Recommendation 2. MPD should provide written materials (available online and on social media) and regular education sessions for the community, including media and journalists, that explain when and how MPD officers will intervene with protesters. Such materials should provide examples of public safety risks that would cause MPD to intervene in demonstrations, and how MPD would be likely to intervene. MPD should consider whether these materials and sessions could be provided in conjunction with one or more community partners (e.g., ACLU, Lawyers Guild, etc.)

Recommendation 5. MPD should collaborate with community representatives to identify and train a group of Community Dialogue Representatives, individuals outside MPD who can be briefed on protester and MPD expectations for the protest and who can identify the changing needs of the protesters to MPD in ways that will maximize the ability of MPD to facilitate peaceful protests and prioritize life over property while striving to protect both.

Recommendation 52. During periods when protests are not occurring, MPD and community organizations should engage in community dialogues that explain the safety concerns related to protest activity that targets various types of buildings, including but not limited to government buildings, commercial buildings, residences, and mixed use commercial/residential buildings, and the obligations of MPD and the Madison Fire Department (MFD) to take various actions to protect each of those types of buildings to ensure that protest activity does not create dangers to others.

OIR Report

RECOMMENDATION 13: MPD should conduct town halls and listening sessions after all critical incidents, including officer-involved shootings as follows:

MPD Strategic Plan Response

Priority 5 Develop and Deliver Public Education on MPD's Management of Public Protests as outlined in the Quattrone report

5.1 Actions:

MPD will undertake the following actions:

- Develop educational material related to managing protests.
- Hold seminars/webinars and make materials accessible on MPD's website.
- When warranted use the sentinel event review model to analyze MPD's response to impactful events in our community, giving particular attention to communities or groups disproportionately impacted by the event.
- Work with communities to identify key leaders who will help improve communications between MPD and the communities during protests.

Goal 4 Workplace Culture

The Ad Hoc Committee made several recommendations under Part V:Internal Culture and Protocols. MPD's strategic plan dedicates an entire goal to creating and sustaining a healthy and supportive workplace culture.

MPD Strategic Plan Response

Priority 1 Healthy Workplace

1.1 Action:

Examine staffing challenges by exploring alternative shift and staffing models.

1.2 Actions:

Examine and begin implementation of call diversion for Patrol Officers. The following actions should be explored.

- Use of restricted duty officers to take non-priority calls via phone or email.
- Re-evaluate the use of "station officer" to handle calls at the station.
- Encourage non-Patrol units to take calls directly related to their areas of responsibility.
- Upgrade the existing Self-Reporting website for residents to submit their own reports.

Priority 2 Accountability

2.1 Action:

Begin to enhance teamwork and trust in all areas of the department by setting Smart goals related to communication, leadership, followership, collegiality and role-proficiency.

Priority 3 Improve Morale

3.1 Actions:

MPD will continue annual staffing analysis and enhance the following actions.

- Review/analyze specialty units to achieve and maintain proper resource allocation.
- Review adding additional sergeants to improve supervisor span of control.

3.2 Actions:

MPD will undertake the following actions.

- Explore a 10-hour shifts for better work-life balance.
- Increase public and private support of employees from Command staff by focusing on promoting examples of the good work that is done on a daily basis.
- Explore civilianization to increase patrol deployment.

Priority 4 Improve Internal Communication

4.1 Action:

Ensure management engages in meaningful communication about the “whys” of decision-making.

4.2 Action:

Require select units to issue newsletters on a timely basis to educate the rest of the department on their work and results.

4.3 Action:

Work with the Madison Professional Police Officers Association to review current contract and MOUs surrounding closed position process to evaluate adding a mandatory component of feedback to any closed process position.

Priority 5 Improve Employee Retention

5.1 Action:

Begin to examine ways to increase opportunities to vary work for patrol officers - trainings, community events, admin time for report writing, follow-up, and other measures to create work-life balance.

OIR Report

RECOMMENDATION 121: MPD should seek, encourage, and provide additional training opportunities outside the Department, particularly leadership training for first level supervisors.

MPD Strategic Plan Response

5.2 Actions:

MPD will undertake the following actions.

- Increase opportunities for interdepartmental cross-training and outside trainings.
- Re-evaluate what types of calls for service officers attend.
- Explore provision of daycare services for employees.
- Review policies around education incentives.