

Madison Police Department – Feedback from Professional Staff

Reference Our Next Police Chief (March, 2025)

An email was sent to all professional staff members of the Madison Police Department seeking their input, feedback, and suggestions on what they are looking for in the next Chief of Police for our agency and community. Below is the feedback received:

- Spend adequate time getting to know and understand MPD personnel at all ranks. Building trust!
- Care and compassion for all employee's health and well-being.
- Willingness to listen to MPD staff and industry leading LE professionals to make the best decisions possible for MPD. In doing so, making meaningful changes that buck the status quo for the greater good of the organization.
- Strong investment and proficiency in training and technologies to promote or enhance the LE profession. (Investing in both sworn and civilian roles)
 - Competent to have professional, ethical and courageous conversations with political leaders regarding modern-day policing technologies such as AI, Facial Recognition, LPR, ArcGIS Enterprise, crowd sourcing, intelligence-led databases, etc.
- Motivated to secure adequate staffing for units within the department that are clearly understaffed. I.E. Crime Analysis Unit
 - No additional staffing in ~15 years.
 - National standards (International Association of Crime Analysts) recommend a police department our size having 6-9 full time crime analysts dedicated specifically to crime analysis duties and NOT just investigative support.
 - The Santos's literature recommends the same number of analysts to adequately support the mission of stratified policing.
- Knowledge and experience in crime prevention methodologies to foster enhanced community awareness and relations. Consider revisiting dedicated staffing to more focused crime prevention strategies or problem-solving policing teams responsible for tackling tactical and strategic problem-solving efforts.
- Ensure transparency in decision-making so that all staff feel included.
 - Making everyone feel as though they have a meaningful purpose within the organization and holding staff accountable.
- Encourage an open door policy for both sworn and professional staff to promote the sharing of ideas and concerns.
- Proven track record of enhancing communication and strengthening relationships amongst several work groups in a large organization similar to MPD.
- Our next Chief should be made aware, or come to understand, the Records Section better – I once heard a member of Command Staff believe that the majority of Court Services' work is parking tickets – a statement I felt slighted the endless, far-reaching work the unit completes. Since that remark, when explaining Court Services to others in department, I've made the analogy that it's like a civilian or municipal version of CIU – if it doesn't go through CIU (save for traffic), it inevitably routes through Court Services. Not only our own department's citations, but every citation under City jurisdiction and issued by every City department (parking, water, fire, building inspection, etc.), routes through Court Services.

- Court Services and the Records Info Clerks have the most taxing public-facing positions on the Professional Staff side of the department (notwithstanding district window PRTs). Employees over here on a daily basis have to deescalate situations with the public in a way other customer service positions in the private sector don't, a task which takes a much higher toll on our mental health than I think the Commissioned side understand. By the end of the day, and even more so at the end of the week, Professional Staff are burnt out by these public interactions. While I acknowledge Commissioned Staff are exposed to much more stressful and traumatic interactions, I also believe they're given more training than Professional Staff on how to navigate and cope with the stresses of policing professions.
- **Commitment to Madison**
 - Existing knowledge of City's historical and persistent issues/trends
 - Detailed understanding of local partnerships and community
 - Desires to learn about and support workplace culture at MPD
 - Long-term plan for strengthening community relationships and service provision
- **Administrative Leadership**
 - Understanding of complex administrative, managerial and financial processes
 - Appreciates importance of civilian and/or administrative side of department
 - Experience working with labor agreements?
 - Prior leadership role with building and/or managing large municipal budgets
- A Chief who will lobby for the non-commissioned professional staff side here. I would be interested in seeing a Chief who wants to invest in technology and training not just for officers, but for professional staff to do their jobs more accurately and efficiently. It's a challenge pushing for more people with budgetary and physical space challenges, but a long term investment in tech (software programs that seamlessly integrate with each other, fully functioning evidence barcode scanners, an aim to go as paperless/electronic as possible, smart office equipment, possibly an AI fueled secure hub to quickly pull information from various resources with a few keys words – this may be a pie in the sky dream that's not really feasible yet – etc.). I'm sure other units would have other ideas or needs as well.
- A Chief who would also take a look at the growth of the city, department, and police force over the years and consider how the professional staff has or hasn't changed in that time would also be ideal for assessing workload and needs of professional staff.
- Accessible, present, engages with all levels of staff, familiar, or willing to become familiar with structure, and duties of existing units/workflows, more Koval-esque
- A connection and commitment to the Madison community (as in lived/worked/spent a significant amount of time here)
- Shares MPD's core values and goals
- Comes with a collaborative spirit and an interest in what procedures are already working well without leaning on preconceptions; an interest in working with department members to assess and make improvements to the workplace without forcing prefabricated solutions that may not suit our community or department
- Awareness and sensitivity to current politics and how they affect the Madison and MPD communities; a commitment to protect human rights and ensure representation for marginalized communities within their sphere of influence.
- It would also be ideal if they were familiar with and valued the "Madison Method" and our officers acting as "guardians" (but I think Koval isn't available for the gig anymore =/).

- Someone who cares about all MPD employees and who will advocate for us and stand up for us.
 - Stand up for us to the public. For example, riots/protests that have occurred in the past.
- Someone who can recognize and agree that anyone of the rank Lieutenant and up is way out of touch with our boots on the ground.
- Someone who understands that our officers in patrol are the backbone of this organization and treats them as such because they always get the short stick.
- Someone who is fair and consistent with disciplinary decisions. Someone who takes the time to look at the actions of officers against our policies and can recognize the intent versus the actions. Someone who can try to understand why the officer might have made that decision. Alternatively, someone who holds all employees accountable.
- Someone who is willing to take the time to ask how we feel and take it into consideration before making a decision. As opposed to making decisions without asking the impacted personnel how they feel or if they have any feedback. And someone who is willing to take the time to explain why a decision was made.
 - For example, removing the wall of photo's, changing the term Civilian to Professional Staff in SOP's, new taser and corresponding SOP, changing fall/spring in-service to professional development.
- Someone who communicates down, and who does it regularly and transparently.
- Someone who wants to improve morale within the department. Who strives for continuous improvement.
- Internal candidate.