

Alder or Ad Hoc Cmt. Member	Questions for January 11, 2018 OIR Group Presentation on Report and Recommendations & Discussion
Ald. Rebecca Kemble, District 18	
Question 1	P 33 re: Municipal Court Diversion Program - "Early results have been favorable, with several hundred referrals occurring in the first fifteen months. The vast majority of juveniles who were given the chance to participate chose to do so, and the vast majority of participants completed their requirements" • Did you see any demographic data about participants? If so, could you provide it? • To your knowledge have all MPD patrol and special assignment officers been adequately trained in this protocol?
Question 2	P 38 re: CORE Team - "The CORE mission statement is clearly on point: <i>"to enhance the Madison Police Department's efforts to reduce disproportionate arrests related to racial disparities and improve trust and perception of fairness through procedural justice, community outreach, education and problem solving."</i> • Your report focuses on the CORE Team's outreach to middle-school age students and their offering of young people "a more affirming vision of law enforcement and its role." Is it accurate to say that the CORE Team's work mainly consists of public relations activities? • What did you discover about their efforts to "improve trust and perception of fairness through procedural justice"?
Question 3	P 113 re: Administrative Investigations and Interviews - "In the relevant case files we studied, the PSIA review usually relied entirely on the criminal investigation's collection of facts, summarized those facts, and rendered findings that were limited to the question of whether the use of deadly force was within policy. Contrary to its stated policy, MPD's current administrative process does not usually consist of an "investigation," but instead a repackaging of the facts collected by the criminal investigators." • To you knowledge, has this always been the case? • If not, when did the procedures change?

Question 4	P 160 re: MPD Culture - "...the committee was reflective of the larger dynamics we observed ourselves: starting with a conscientious Department philosophy that did not always pay dividends in the daily experience of women or officers of color, followed by an initiative that was blessed by management (to its credit) but that lacked structure and momentum, followed by an anticlimactic conclusion." • Would you characterize these "larger dynamics" as empty rhetoric? • What types and amount of resources would be required to effectively address the issues raised by the "Diversity and Inclusion" committee?
Question 5	P 161 re: MPD Culture - "As accepting - and even solicitous - of recruits from diverse backgrounds as the Department has become, some of those same recruits found themselves expected to conform to more traditional paradigms once their Academy experience began. The same dynamic can weigh on officers once they graduate and become part of the force. For some of those officers, they were struck by how the supposed attributes that led to them being hired ended up being disregarded or discredited in the field." • Are there ways to measure and evaluate the systematic and individual impacts of this dynamic? "We also heard from an officer who was disturbed overhearing the "locker room talk" at the station about eating certain food in the "ghetto," and other inappropriate and insensitive remarks that were made in his presence. And we heard from an African-American officer who drew suspicion from fellow officers when efforts at relationship-building with the community while on patrol were perceived as getting "too close to suspects." • To you knowledge were these incidents or those like them reported to supervisors? • If they had been, are there effective remedies in current policy to correct the attitudes underpinning these remarks or at least disincentivize the behavior? • What is the impact of the apparent social acceptability of these kinds of attitudes on MPD's ability to be effective in problem-solving and community policing in low-income neighborhoods and neighborhoods inhabited by people of color?

Question 6		P 172 re: MPD Sergeants and Representation - "In sum, having supervisors kept in the same association as the officers they are tasked with representing is not philosophically coherent, can create perceived or real conflicts, and can create impediments to supervisors who are intent on ensuring accountability and real supervision." And "We have been informed that the change would be also potentially be unwelcome to sergeants because of intricacies in their compensation package." • Do these two statements together paint a picture of MPD Sergeants being incentivized for not holding officers accountable? • Do "supervisors who are intent on ensuring accountability and real supervision" have different career trajectories within MPD than those who are known to be more lenient?
Question 7		P 199 re: Disciplinary Sanctions - "Most of the conduct that became the basis for discipline apparently involved violation of work standards or inappropriate conduct toward fellow employees." • Please give us a breakdown of disciplinary sanctions by category of employee: sworn and civilian. • If there is a significant discrepancy between the two, to what do you attribute the difference?
Question 8		P 224 re: Civilian Oversight - "In our experience in working with numerous police agencies, we have yet to encounter one like MPD where years have passed and no officer has challenged a disciplinary determination. It would be akin to a criminal justice system in which every defendant pleaded guilty. In policing it is difficult enough to remain firm in disciplining officers; if there is also strong reticence in participating in the post-disciplinary process, the likely result is reduced accountability for officers." • How is this dynamic reflected in MPD culture? • Who is impacted negatively by this reduced accountability for officers? • What are the consequences of those impacts?
Ald. Ledell Zellers, District 2		
Question 1		p. 114 talks about under rec 73 re-interviewing involved and witness officers. Given the issue of time lapse between the event and interview which is implied in this recommendation and the problems noted of delaying witnesses interviews, is there an approach which might address the delay problem?

Question 2		There is a lot of discussion re: "De-Escalation" policy and training. I'm wondering if this terminology includes training in prevention of Escalation?
Question 3		p. 144, footnote 84...is this a specific one of the numbered recommendations? If so, which one? If not, why not?
Question 4		p. 147...why is not the first indented paragraph beginning "Officers shall ensure their actions do not precipitate..." not a formal numbered recommendation? This appears to be a significant issue. For example the pitchfork person who was shot by police over on Morrison was noted by numerous people as an avoidable use of deadly force had the officer not approached the individual.
Mario Garcia Sierra, Ad Hoc Committee Member		
Question 1		Based on your experiences, what are the set of recommendations that MPD could or should adopt right away? and are there any recommendations that would be to controversial for MPD to adopt?
Question 2		What system should be implemented to measure MPD's progress?
Ald. David Ahrens, District 15		
Question 1		Summarize your assessment of MPD data collection activities in the areas of arrests, use of force, personnel evaluation and fiscal accounting. Are these processes similar to, deficient or more extensive than comparable departments?
Ald. Paul Skidmore, District 9		
Question 1		How did you base your decision on which citizen individuals and groups to interview for this report? What was your plan to get a balanced range of individuals and groups to interview?
Question 2		There have been several independent staffing studies with recommendations to hire additional officers to meet documented staff shortages. Inasmuch as a staffing study, report, and recommendations were not requested as an element the RFP, and that OIR did not specifically report or make recommendations on staffing, do you feel that this report can be used to evaluate staffing requests?

Question 3		What is the impetus for recommending community control of the police? Especially when we already have a professional Police & Fire Commission and state mandates, one of which prohibits community control of the police.
Question 4		Could you please expand on your recommendation to create a citizen board to review citizen complaints? Specifically, how would this board relate to, and report to the State authorized Police and Fire Commission? Also, could you please discuss the importance of an appointing an independent and unbiased board that is representative of all of Madison's citizens and neighborhoods?
Question 5		Could you please clarify and expand on your recommendations for body worn cameras. Specifically, I interpret your recommendations and comments to mean that body worn cameras can be effective in providing transparency and accountability in transactions among police officers and the public, but that the devil is in the details - before making a commitment to implement a body worn camera (BWCs) program for MPD, the policy, procedures, and protocol for such a system need to be identified and tested: 1) using BWCs, 2) storing data generated by BWCs, 3) access to, and use of information generated by BWCs, 4) the public policy and State laws governing the use of BWCs, and 5) the cost of implementing and maintaining a BWC system in Madison. I would also interpret your recommendations as supporting a pilot program to evaluate BWCs in Madison as a means of gathering information to determine if a BWC program would be desirable, useful, feasible and cost effective before making a commitment to implement a full BWC system in the City of Madison.
Question 6		The report stated that command staff has flashes of anger. How many documented instances can you verify, other than the televised Common Council meetings? Did you obtain and have independent verification of this claim, or did you take accept the opinion of the person or people who stated this?
Luis Yudice, Ad Hoc Committee Member		
Question 1		In your opinion, what are the most pressing issues facing the Madison Police Department, and which recommendations deserve the highest priority?
Question 2		Recommendation #146 regarding the establishment of a civilian oversight auditor will undoubtedly require additional funding. Do you have a sense of how much it might cost? Did you consider what if any additional funding might be required to implement the other recommendations?

Ald. Shiva Bidar-Sielaff, District 5		
Question 1		Were civilian staff of MPD specifically interviewed by OIR? If so, were there any specific highlights? If no, why and how can we ensure their voices are included?
Question 2		How/when, can we obtain the results of the community survey discussed in section 4?
Ald. Samba Baldeh, District 17		
Question 1		Did OIR look into staffing and its impact on people of color?
Question 2		Why is there no specific recommendations on staffing.