

Item	Recommendation	MPD Response	Committee Action
CRT #1	MPD should take all steps necessary to ensure that any data released to alders or to the public (for example, in annual reports) is fully accurate. All data releases should be accompanied by rigorous definitions and descriptions of methodology, sufficient to enable completely unambiguous interpretation of all data provided. Misleading data practices should be avoided.	MPD strives to do this	Adopted 1/10/2019
CRT #2	MPD should consider deploying additional protective equipment in squad cars, including but not limited to transparent acrylic personal protection shields and Kevlar stainless steel gloves, and provide training in their use.	MPD would welcome funding for additional protective equipment, particularly ballistic shields for squad cars.	Adopted 1/10/2019
CRT #3	MPD should consider acquisition and training in additional well-developed less-lethal tools, such as newer options for chemical sprays and better/safer kinetic weapons. An example of the former is the Piexon JPX4. An example of the latter is the 40mm platform with appropriate less-lethal ammunition.	MPD would welcome funding for additional less lethal tools, particularly 40mm launchers. Some of this equipment is fairly expensive.	Adopted 1/10/2019
CRT #4	MPD should train the Police Executive Research Forum recommendation that an ECW deployment that is not effective does not mean that officers should automatically move to their firearms.	This is consistent with current MPD training. MPD would welcome additional funding to support a transition to either the Taser X2 or Taser 7. This equipment could be quite expensive.	Adopted 1/10/2019
CRT #5	MPD should fully implement the recommendation of the NAACP/United Way/Dane County Chiefs of Police Special Community/Police Task Force regarding police 'Use of Force':	MPD officers are permitted to use Tasers when no immediate back up is present. The requirement for having an officer present with the immediate ability to deliver deadly force is limited to "cases	No action required

	<p>“Allow officers to use Electronic Control Devices (i.e., Tasers) when no immediate back up is present. Remove the requirement of lethal cover for ECD use (Taser).”</p>	<p>where a subject is believed to be armed with a dangerous weapon.” Arms and legs do not qualify as a “dangerous weapon.” The SOP language has evolved and now allows officers to deviate if “unique circumstances dictate otherwise.”</p>	
CRT #6	<p>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.</p>	<p>It appears that many similar concepts are already incorporated in MPD training and operations. MPD is not opposed to exploring this concept further.</p>	<p>Adopted 1/10/2019</p>
CRT #7	<p>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.</p>	<p>Cross-national comparisons are difficult, but MPD is not opposed to this.</p>	<p>Adopted 1/10/2019</p>
CRT #8	<p>MPD should modify its foot pursuit policy to decrease risk of adverse events by specifically including:</p> <ul style="list-style-type: none"> a. A directive that officers maintain a safe distance until sufficient backup is available. b. A provision that “No sworn member shall be criticized for deciding against ... a foot pursuit.” c. A provision specifying safety-enhancing explicit restrictions on foot pursuits (such as in Portland, OR policy), including, among others, prohibiting foot pursuit of armed 	<p>MPD has made changes in its SOP in accordance with OIR recommendations on foot pursuits, incorporating many of these concepts, but “does not feel that additional modifications to the SOP are advisable.”</p>	<p>Adopted 2/14/19 amending it so that “MPD should modify it’s foot pursuit policy to decrease risk of adverse events by specifically including” is replaced with “The Madison Police Department should consider in the near future revisions to its training or SOPs to tighten up discretion that</p>

	<p>suspects unless no alternative is feasible and delay would present a threat of death or serious physical injury to others.</p> <p>d. A provision directing officers to consider factors related to the suspect’s behavior when deciding on foot pursuit (see Portland, OR).</p> <p>e. Language requiring officer to continually assess whether to continue pursuit.</p> <p>f. A provision specifying that, whenever possible, the first officer to reach the suspect should not go “hand on” with them, but should wait for backup to take that role.</p>		<p>officers have about engaging in foot pursuits and that in considering those revisions it should consider things like.”</p>
CRT #9	<p>MPD should seek collaboration with statisticians at UW-Madison, or other highly qualified statisticians, to determine if communities of color in Madison are incurring differential policing. Analyses should include determination (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 show differential policing, MPD should consider measures such as reallocation of policing</p>	<p>MPD supports use of data and is not opposed to this concept. Ideally, the city would provide funding for this.</p>	<p>Adopted 1/10/2019</p>

	resources across neighborhoods and corrective training.		
CRT #10	MPD should utilize ICAT as part of its training curriculum.	MPD personnel have attended the ICATY training and found it to be very consistent with MPD's current training. MPD is not opposed to formally incorporating ICAT into future MPD training, but the cost would be significant.	Adopted 1/10/2019
CRT #11	MPD should encourage officers to use approaches such as verbal warnings, problem-oriented policing methods, dispute mediation, etc., in lieu of arrests or citations, for minor offenses, particularly in communities most impacted by policing (such as communities of color, communities of lower socioeconomic status, etc.)	MPD does this now and is committed to these principles.	Adopted 1/10/2019
CRT #12	The City of Madison should advocate access to opioid agonist therapy (treatment utilizing Suboxone and methadone) for incarcerated individuals and those under community supervision.	This recommendation is directed to the City of Madison.	Adopted 2/14/19 with modified language: "The Madison Common Council should pass a resolution asking Dane County to provide access to opioid agonist therapy (treatment utilizing Suboxone and methadone and a one-time injection of Vivitrol on the day of release) for incarcerated individuals and those under community supervision."
CRT #13	An additional sentence to be appended to Recommendation 73, as amended by the committee. A re-interview of the involved and witness officers should be considered necessary if there is any possibility it would provide	"MPD's response to the original OIR Report (and recommendation on this subject) adequately addresses the issue." MPD's original response to OIR 73 was that MPD is willing to re-interview witnesses only if the	Adopted 2/14/19

	additional information or insights.	DCI criminal investigation does not fully address compliance with all relevant MDS SOPs.	
CRT #14	The Madison Metropolitan School District should be encouraged to consider implementing the Becoming A Man program, a cognitive behavioral therapy program for at-risk youth, to improve academic outcomes for at-risk youth and reduce juvenile crime.	This recommendation is directed to the Madison Metro. School District.	Adopted 2/14/19 with modified language: “The Madison Metropolitan School District should be encouraged to consider implementing the Becoming a Man program, a cognitive behavioral therapy program for at-risk youth, to improve academic outcomes for at-risk youth and reduce juvenile crime. MMSD should also explore including girls in the program.”
CRT #15	In calculating time spent on reactive and proactive policing activities, MPD should adhere to the standard definitions for both (e.g. as used by Office of Community Oriented Policing Services reports). MPD should also provide an estimate of time spent on reactive and proactive activities that is comprehensive, encompassing all units in the field, including specialized units (such as community policing teams, neighborhood officers, etc.)	Since the original Etico staffing study was conducted, MPD has internally performed an annual analysis of patrol staffing workload to determine patrol staffing needs. These analyses have not included any traffic stop activity as reactive work. MPD has a specific “traffic stop” incident type that is considered proactive work for the analysis. The Etico methodology—consistent with that recommended by the International Assn of Chiefs of Police and Northwestern U. Center for Public Safety—is focused on patrol staffing needs and allocation, and that is how it has been utilized by MPD.	Adopted 2/21/19 with modified language: “For purposes of assessing staffing levels and needs, and making requests for personnel expenditures to the Common Council, the MPD should find ways to capture and convey data on both patrol and non-patrol officer staffing levels, and to ensure that staffing levels of all

			categories are not underreported to the Common Council.”
CRT #16	MPD should examine whether to include the M-PULSE Inventory as a pre-employment screening instrument.	MPD has no objection to exploring this, although there would likely be cost associated with it.	Adopted 1/10/2019
CRT #17	An additional sentence should be appended to OIR Recommendation 99 (related to discharge of firearms at a moving vehicle) as amended by the committee: To prevent the threat of being struck by a vehicle, officers should make every effort to avoid putting themselves in the path of any occupied vehicle and, when such positioning is unavoidable, to move out of the vehicle’s path as soon as practical.	“MPD’s report updating the community on progress in response to the OIR Report addresses this issue.”	Adopted 2/28/19 modifying it so that the word occupied is replaced with moving.
CRT #18	All of Fyfe’s Principles should be incorporated into MPD’s “Response to Persons with Altered States of Mind” SOP.	While many of these principles are already addressed in one or more departmental SOPs, the department is not opposed to reviewing them and evaluating whether additional clarification or language modification is appropriate.	Adopted 2/21/19 with modified language: “All of Fyfe’s Principles should be incorporated into MPD’s ‘Response to Persons with Altered States of Mind’ SOP or in another relevant SOP.”
CRT #19	Change “shall” to “must” in section 2 of SOP to read “In-car video equipment must be used to record the following.”	In all circumstances where “shall” is used it communicates a mandatory, required task or function.	Recommended 2/28/19 that “MPD shall ensure either through policy or training, that when SOPs say shall, it means must or mandatory.
CRT #20	Dashcam video & audio mics must be manually engaged in circumstances where automatic initiation of recording is	While these specific recommendations are not feasible as proposed, MPD is not opposed to reviewing the In-Car Video SOP	Adopted 2/28/19 with modified language: “MPD

	disabled, i.e., lights and sirens have been turned off due to the officer's desire to be stealthy for a tactical reason.	for possible modifications to address these concepts.	should develop an SOP that provides direction to officers instructing them to manually engage dashcams and audio microphones whenever they can reasonably anticipate an encounter with an individual or group they may temporarily detain or take into custody.
CRT #21	During events that by policy require or recommend the use of recording devices, officers should be required to make a complete, uninterrupted audio recording. Records must not be edited and real time and be continuous. Redactions that pass the "balance test" may be applied at the time of a record request and the reason for redaction must be reasonably articulated.	While these specific recommendations are not feasible as proposed, MPD is not opposed to reviewing the In-Car Video SOP for possible modifications to address these concepts.	Adopted 2/28/19 with modified language: "During events that by policy require or recommend the use of recording devices, officers should be required to make a complete uninterrupted audio recording unless a victim or witness refuses to speak while the encounter is being recorded. Records must not be edited and must be real time and continuous. Officers may mute their microphones in situations involving personal

			conversations or training or mentoring discussions that have no relationship to the events that triggered the activation of the dashcam system."
CRT #22	Add to part 6 of IN CAR VIDEO SYSTEM SOPS, OPERATION OF THE IN-CAR VIDEO SYSTEM, the following language: "Officers must articulate why they or their supervisor stopped recording the event in their report of the event."	While these specific recommendations are not feasible as proposed, MPD is not opposed to reviewing the In-Car Video SOP for possible modifications to address these concepts.	Adopted 2/28/19 with modified language: ""In any circumstance in which an officer is otherwise required to write a report of the incident, that report must include a statement explaining any decision to mute any portion of the recording or to terminate the recording prior to the conclusion of the incident pursuant to the in-car video SOP."
CRT #23	In addition to CORE, MPD should add a volunteer, incentivized and paid continuous leadership-competency component called a "learning community" with adults and perhaps, older youth, from the public. The members of each learning community should represent a broad cross section of the socio-economic, racial, gender and ability groups that MPD	MPD is not opposed to exploring this.	Adopted 1/10/2019

	typically interacts with in the community. Look to UW Madison’s Leadership Institute to develop learning communities with members of the public who share a range of social identities. See below for details.		
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—no one is singled out and hence subject to invasion of privacy—it is fundamentally equitable.	MPD is committed to supporting all MPD employees. MPD would welcome funding to expand wellness support and service for employees. A mandatory, agency-wide program might create some unanticipated issues or objections, but the department supports additional resources to expand current wellness offerings.	
CRT #25	MPD should establish a policy to ensure privacy and confidentiality of all officers as they participate in the mental wellness program.	MPD is committed to supporting all MPD employees. MPD would welcome funding to expand wellness support and service for employees. A mandatory, agency-wide program might create some unanticipated issues or objections, but the department supports additional resources to expand current wellness offerings.	
CRT #26	Madison should seek an amendment to WI state statute 175.47(5)(a)(b), requiring that investigators of an officer-involved force incident provide the report to the chief judge of the judicial administrative district, and that judge must appoint a special prosecutor who then must determine whether to prosecute the officer. If the special prosecutor files charges against the officer, the special prosecutor shall be the prosecuting attorney in the case. In the absence of a	It is not clear to whom this recommendation is directed, but it is MPD’s position that the current statute—recognized nationally as a model and best practice—is appropriate in its current form.	

	<p>statutory change, Madison should cite the inherent conflict of interest between the D.A. and law enforcement and request the D.A. allow the courts to appoint a special prosecutor who does not share that same or any other conflict of interest.</p>		
CRT #27	<p>To increase the potential for objectivity, the appearance of impartiality and consequently, public trust, a policy should be written that requires an impartial auditor or review board to review MPD officer-involved force incidents and they should make the final determinations as to whether or not the officer violated police policy or standards.</p>	<p>This is not directed to MPD.</p>	
Community Email, #28	<p>In order to keep up with their workload, urge Mayor Soglin and the Madison Common Council to make the funding of additional police officer positions a priority.</p>	<p>This is directed to the Mayor and Common Council.</p>	<p>Discussed 2/28/19 and no action taken.</p>
Community Email, #29	<p>Require Mayor Soglin and all Council members, as well as any city official who has a relationship with the Madison Police Department to attend at least one Citizen's Academy and at least 3 police ride-alongs annually.</p>	<p>This is directed to the Mayor and Common Council. MPD supports efforts by city officials and stakeholders to become familiar with realities of police work.</p>	<p>Discussed 2/28/19 and no action taken.</p>
Community Email, #30	<p>Urge Mayor Soglin and the Common Council to find ways to consistently and publicly support our cops.</p>	<p>This is directed to the Mayor and Common Council.</p>	<p>Discussed 2/28/19 and no action taken.</p>
Community Email, #31	<p>Support use of body cameras. Body cameras should automatically turn on, and without interruption or the ability to counter their activation, whenever a gun is drawn and remain on until the gun is holstered.</p>	<p>MPD's response to the OIR Report addresses this issue. (MPD took the position that because of costs and complexities of issues, this is a matter that must be decided by the Mayor, Common Council, and community.)</p>	<p>Discussed 2/28/19 and no action taken.</p>

Com- munity Email, #32	Raise the standard of what it means to protect and serve Madison.	MPD is committed to serving the public, and makes this clear in various ways.	Discussed 2/28/19 and no action taken.
Com- munity Email, #33	Disarm rookie cops and cops with a history of violence.	New officers are fully trained and expected to fulfill all duties of an officer. MPD has a rigorous internal process for reviewing and tracking use of force by officers.	Discussed 2/28/19 and no action taken.
Com- munity Email, #34	Urge Mayor Soglin and Madison Common Council to find ways to consistently and publicly support our communities from a public health perspective and not from a criminal one.	This is not directed to MPD, but MPD is committed to addressing these issues from a public health perspective.	Adopted 2/28/19 with modified language: "The mayor and Common Council should further expand the use of a public health approach to curb violent crimes."
Com- munity Email, #35	Fund additional police officer positions to provide all of us some relief from these criminals who prey upon us.	This recommendation is not directed to MPD.	Discussed 2/28/19 and no action taken.
Com- munity Email, #36	Acknowledge the stellar leadership of Chief Koval and pro-actively support our law enforcement officers. We are lucky to have them.	This recommendation is not directed to MPD.	Discussed 2/28/19 and no action taken.
Com- munity Email, #37	Allow MPD to do their job!	This recommendation is not directed to MPD.	Discussed 2/28/19 and no action taken.
Findley #38	Adopt a policy banning or limiting the use of deceit in interrogations, and use of the Reid Technique of interrogations.	MPD does not utilize the Reid Technique. Use of deceit during interviews is constitutionally permissible and can, in some instances, be an effective strategy to resolve a case, protect the community and bring justice to a victim.	
Findley #39	Adopt proper procedures for submittin evidence to the crime laboratories so as to minimize bias.	Department SOP requires that all forensic nurse examiner (FNE) evidence kits collected as part of sexual assault investigations must be taken to the Wisconsin State	Adopted 2/28/19 with modified language: "MPD should work, in collaboration with

		<p>Crime Lab (WSCL). The WSCL has specific guidelines on what evidence will be accepted, so MPD has somewhat limited discretion in this area. The department supports procedures that enhance the reliability of WSCL processes.</p>	<p>the State Crime Laboratories if possible, to develop policies and procedures for submitting information to the crime laboratories that are designed to minimize context and other cognitive biases in forensic analyses."</p>
<p>Findley #40</p>	<p>Provide mentors for promising officers from underrepresented groups to help them prepare for and be motivated to apply for promotions.</p>	<p>MPD has a formal mentorship program, where all newly hired officers are paired with a veteran officer/mentor. Commanders and supervisors are encouraged to identify promising officers – including female officers and officers of color – and provide support and mentorship to them. This can include providing encouragement, or more direct support (such as identifying relevant training to attend). MPD is nationally recognized for its racial and gender diversity; females and people of color are well represented in the promoted ranks. The department remains committed to having a diverse workforce and to all ranks reflecting that diversity.</p>	
<p>Findley #41</p>	<p>Adopt written policy governing when police should stop people for driving without a valid license, or when to ticket and/or arrest homeless people (for trespassing or obstructing the sidewalk, etc.), or ticket and arrest people for engaging in other low-level offenses that tend to disparately affect low-income people.</p>	<p>Chief Koval has repeatedly expressed his expectation that officers find the “best possible resolution” (BPR) when addressing an incident or problem. This BPR often will not incorporate an arrest or citation, but some other strategy to resolve the situation. The MPD has incorporated language to this effect into the Code of Conduct. See MPD Response.</p>	

Findley #42	MPD should reconsider its training protocols and policy regarding the use of “distraction blow.” If such blows are authorized, officers should be provided more guidance on the allowable uses of such blows. Any distraction blows policy should prohibit strikes to the head or strikes to individuals already in handcuffs.	Understanding this to be a recommendation related to all blows to individuals, officers are already trained in when and how they can use force. The State’s Defensive and Arrest Tactics (DAAT) system provides a broad “disturbance resolution” framework for resolving encounters; one component of that model—“intervention options”—focuses on the application of force.	
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