

Hardiman, Emily

From: Zellers, Ledell
Sent: Sunday, May 07, 2017 11:33 AM
To: Hardiman, Emily
Cc: gwgelemb@wisc.edu
Subject: Fwd: Please recommend adoption of the Report of the President's Work Group
Attachments: pastedImage.png; ATT00001.htm; pastedImage.png; ATT00002.htm; Rising rate of MPD fatal OIS.pdf; ATT00003.htm; Rate of fatal OIS varies drastically across police departments.pdf; ATT00004.htm

Please include in Legistar.

Alder Ledell Zellers
608 417 9521

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Begin forwarded message:

From: Gregory Gelembiuk <gwgelemb@wisc.edu>
Date: May 6, 2017 at 9:08:15 PM CDT
To: "district1@cityofmadison.com" <district1@cityofmadison.com>, "dfjulian@aol.com" <dfjulian@aol.com>, "district2@cityofmadison.com" <district2@cityofmadison.com>, "mtanglim@gmail.com" <mtanglim@gmail.com>, "district9@cityofmadison.com" <district9@cityofmadison.com>, "jsabbas12@gmail.com" <jsabbas12@gmail.com>
Subject: Please recommend adoption of the Report of the President's Work Group

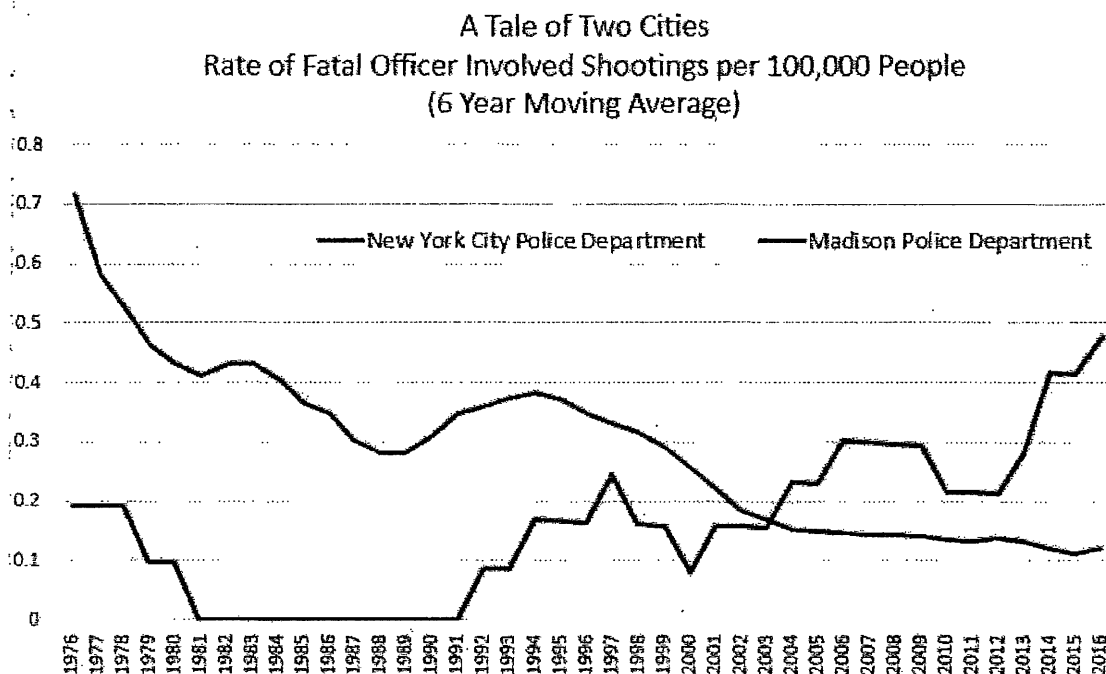
Dear Public Safety Review Committee Members,

I'm writing to request that you recommend Common Council adoption of the report of the President's Work Group on Police & Community Relations.

The President's Work Group essentially confined its report to items for which there is an urgent need (where action ought not be deferred). The recommendations have essentially been confined to items that would not be contingent on the detailed results of the OIR review (e.g. known, universally-applicable best practices that have not yet been implemented in Madison). These are common sense and evidence-based measures. Where more work is required (e.g. developing a plan for thorough and credible root cause analysis of critical incidents), the Ad Hoc Police Review Committee is directed to work on implementation details.

The reason these action items are needed can be addressd in a succinct manner graphically (as the saying goes, a picture is often worth a thousand words).

The per capita rate of fatal officer involved shootings has been steadily rising in Madison.



Per capita rate of fatal officer involved shootings for Madison Police Department versus NYPD.

The graph is normalized to Madison population size at each timepoint (and uses a six-year moving average for smoothing). There's been a statistically significant increase in fatal officer involved shootings from 1990 to present (as well as over the complete time series). The same strong increase is apparent regardless of which variable is used for normalization (e.g. normalizing the number of shootings by the number of MPD officers or by the number of incidents of violent crime shows the same pattern). I provide a graph of New York City Police Department fatal officer involved shootings for comparison. As you'll note, the rate of fatal shootings by NYPD is consistently going down (i.e. in the opposite direction from Madison). The increasing rate of fatal officer involved shootings in Madison is not a response to violent crime rate, which has been essentially flat from 1990 to present.

There is also a pattern of increasing fatality of MPD officer involved shootings over the last two decades. Possible reasons include:

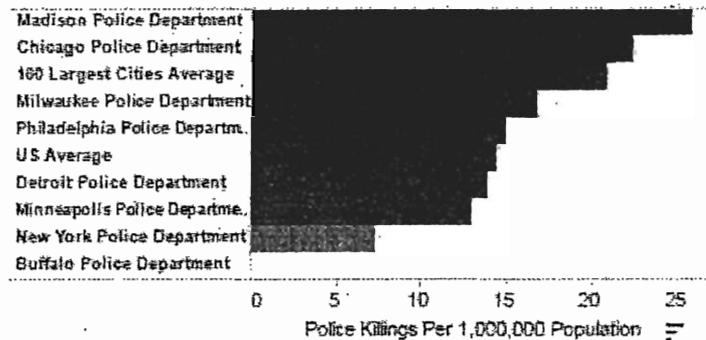
1. More shots fired per incident. I obtained data from MPD on number of shots fired in each incident from 1990 to present. Overall there's a statistically significant increase in number of rounds fired per incident over this time period.
2. Changes in ammunition (e.g. with current types of hollow point bullets doing more damage).
3. Greater proximity (thus hitting vital organs more often). E.g. In the initial years of the time series, MPD officers seemed only to be shooting active shooters, and based on news accounts often seemed to be at greater distance. Since 2003 no MPD officer involved shooting have involved an active shooter.

The nature of the circumstances of the shootings has also changed radically over time. From 1973 to 1992, MPD officers were only shooting active shooters (there were 6 such incidents). From 1992-2003 some (3 out of 9) were active shooters; from 2003 to present none of those being shot at by MPD officers were active shooters (13 incidents), though some held guns (while others held knives or were unarmed). I suspect it has become the norm to shoot in circumstances where MPD officers would not have resorted to deadly force early in the time series.

The racial breakdown of the people being shot at from 1970 to present: 19 White, 1 Asian, 2 Black, 6 Hispanic. I'll note that I used photos and names to determine race for most of the incidents – such a method isn't infallible, but I believe the overall breakdown should be pretty accurate. There's overrepresentation of Hispanic residents relative to proportion in the Madison population.

The proportion of people being shot who are in crisis has been steadily rising over time. That's the population that's really being killed now (a strong shift relative to earlier in the time series). All recent shootings (the last 7) were people in crisis (i.e. incapacitated by mental illness or chemically). 11 of the last 12 shootings (going back to 2004) were people in crisis. Those proportions appear to be far higher than in most other cities, presenting perhaps the most urgent need for reform in MPD training and practices regarding deadly force.

The rate of fatal officer involved shootings varies drastically across police departments. For example, a sample of a few cities, using data covering Jan, 2013 through Dec, 2016:



Madison: 25.73

Chicago: 22.26

100 largest U.S. cities average: 20.79

Milwaukee 16.81

Philadelphia: 15.07

U.S. average: 14.54

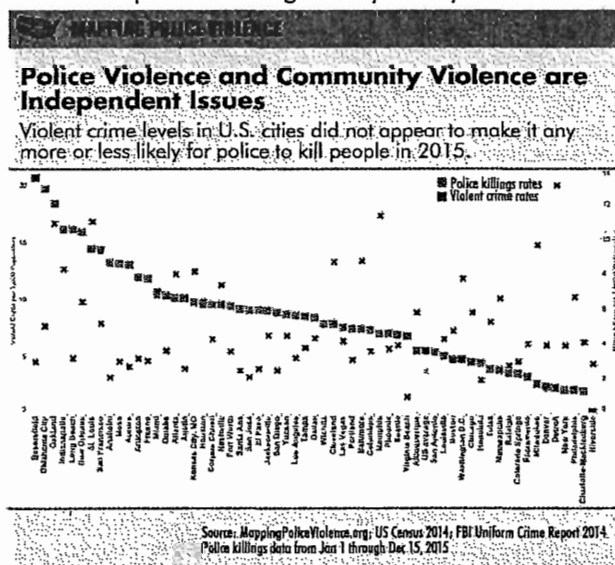
Detroit: 14.01

Minneapolis: 13.07

New York City: 7.34

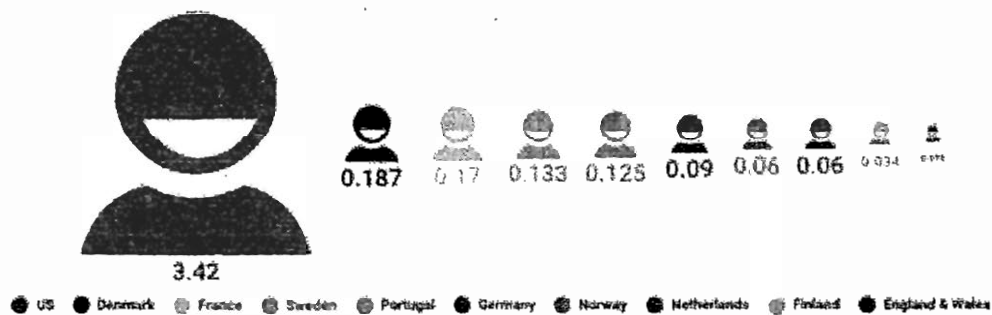
Buffalo: 0

The rate of police shootings is only weakly correlated with the rate of violent crime.



There are also huge differences across countries in the rate of fatal police shootings. Note that Finland, which has one of the lowest rates of fatal police shootings, has a high rate of per capita gun ownership, including a lot of handguns, and has one of the higher violent crime rates in the E.U (driven in part by high rates of alcohol use). Moreover, Finish police all carry guns. Yet they kill people at a rate 100 fold lower than U.S. police.

Fatal police shootings



There's been a great deal of research, starting with work by James Fyfe, that has shown that the variation in rates of officer involved shootings across U.S. cities is predominantly a consequence of differences in policies and training. Differences in administrative controls of officer discretion for firearm use account for the variation. This has been shown repeatedly in studies by Fyfe, Geller & Scott, Walker, Aveni, researchers with Campaign Zero, and many others. When the police department of a city dedicates itself to reducing the rate of officer involved shootings, it can do so, without decreasing officer safety, as NYPD and other cities have shown. Researchers have taken officers from different cities, put them into identical scenarios, and shown radical differences in the rates at which they shoot unarmed people. The answers to solve the problem are largely available – this is not a mystery. But in most cities, politicians lack the courage to act and police administrators simply seek to justify their current practices, pretending that little can be done, which as an empirical matter is demonstrably false. That failure to act is shameful.

Hardiman, Emily

From: Zellers, Ledell
Sent: Sunday, May 07, 2017 11:28 AM
To: Hardiman, Emily
Cc: amargulies@charter.net
Subject: Fwd: Public Safety Review Committee meeting May 9, 2017: recommendations

Hi Emily,

Please be sure other members of the PSRC receive this and that it is in Legistar.

Thank you.
Ledell

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to <http://www.cityofmadison.com/council/district2/>

Begin forwarded message:

From: <amargulies@charter.net>
Date: May 6, 2017 at 8:06:28 PM CDT
To: "<district2@cityofmadison.com>" <district2@cityofmadison.com>
Subject: Public Safety Review Committee meeting May 9, 2017: recommendations

To: Ledell Zellers
From: Amy Margulies
Date: May 6, 2017
Re: Public Safety Review Committee meeting May 9, 2017: recommendations

I am a Madison resident, a 61 year old white woman, a working mental health counselor, who would attend and speak at your meeting if I were not out of town that evening.

I am writing to register my support for the recommendations of the President's Work Group on Police and Community Relations.

Our police officers need to be well trained to handle mental and physical health emergencies, to call and wait for backup, to attend to their own stress and mental health difficulties and to hold the preservation of all life as a value high above the instinct to use weapons when feeling threatened by the unknown. People need to be well trained to deal with others in crisis - it doesn't come naturally, beyond a certain point. The recommendations lay out a viable plan for addressing the needs for our police and community.

Please let our police force become a guiding light to those across the nation, one that seeks peaceful resolution and a functional community. You can help make that happen. Please support the recommendation of your work group.

Thank you for your attention.

From: Dan Stevens

Sent: Monday, May 8, 2017 8:03 AM

To: dfjulian@aol.com, McKinney, Barbara, Paul Skidmore, Anglim, Mary, Zellers, Ledell, John Abbas, Cheeks, Maurice

Hi, I'm writing to encourage the Police and Community Relations committee to pass their recommendations as they are, without being 'watered down' in any way.

What I and a lot of people would like to see is true 'community control of the police' (Michael Koval claims to be worried about political influence, which is a valid worry, but the solution is a better political system). Implementing these recommendations would not accomplish that, but would be a step in the right direction.

Hardiman, Emily

From: Anglim, Mary
Sent: Monday, May 08, 2017 12:21 PM
To: Hardiman, Emily
Subject: Fwd: Please recommend adoption of the Report of the President's Work Group
Attachments: WI Municipalities - Council Orders Chief.docx; WI Municipalities - Council Policy Control.docx

FYI

----- Forwarded message -----

From: **Amelia Royko Maurer** <roykomaurer@mac.com>
Date: Mon, May 8, 2017 at 12:32 AM
Subject: Please recommend adoption of the Report of the President's Work Group
To: "district1@cityofmadison.com" <district1@cityofmadison.com>, "dfjulian@aol.com" <dfjulian@aol.com>, "district2@cityofmadison.com" <district2@cityofmadison.com>, "mtanglim@gmail.com" <mtanglim@gmail.com>, "district9@cityofmadison.com" <district9@cityofmadison.com>, "jsabbas12@gmail.com" <jsabbas12@gmail.com>
Cc: Marsha Rummel <district6@cityofmadison.com>, "Bidar-Sielaff, Shiva" <district5@cityofmadison.com>, Denise Demarb <district16@cityofmadison.com>, Sheri Carter <district14@cityofmadison.com>, Rebecca Kemble <district18@cityofmadison.com>, "Rep.Taylor" <Rep.Taylor@legis.wisconsin.gov>

Dear Public Safety Review Committee Members,

I'm writing to request that you recommend the Common Council adopt the report of the President's Work Group on Police & Community Relations.

The President's Work Group did extensive research and much of the contents in their recommendations are endorsed by other law enforcement groups across the state and/or nation in addition to various advocacy groups and task forces across Dane County. It is critical that these recommendations remain as is and are not watered down as doing so will make them ineffective. The details matter so much. 2 departments can have mental health crisis deescalation programs with variations that look slight to us and those variations can and do lead to vastly different outcomes.

A city council's statutory right to issue orders to a police chief is codified in many Wisconsin city policies. Additionally, several cities require police and fire policy be approved by the City Council. Please note the handouts below.

No neighborhood in this city has been more impacted by fatal officer-involved shootings than mine. I became involved in this issue 4.5 years ago when my dear unarmed friend, Paulie Heenan, was shot and killed nearly in front of our home by PO Heimsness who has since resigned. Tony Robinson, who was also unarmed, was a dear friend of my young cousin and he too was killed a few blocks from my home. Michael Schumacher was killed literally 2 blocks down the street from where Paulie was killed. In these 3 cases, all 3 victims were incapacitated and the first officer on the scene failed to utilize their back up therefor limiting their own sense of safety and options. Every single recommendation made by the President's Work Group is relevant to these cases and

could prevent future deaths under similar circumstances. These recommendations, as is, will undoubtedly increase community trust in police officers.

Since 2012, this city has paid \$6 million in settlements, greatly impacting insurance premiums for the city with one if not two more suits pending. Ashley DiPiazza's suit is going to trial on May 15th. For those that don't know, Ashley was a young woman, suicidal, crying in her room with a gun to her head. MPD officers ordered her out of her room, she opened the door with the gun to her head and officers fired 13 bullets into her, killing her. She needed time and she needed help, from multiple agencies yes but, in that moment, she needed the police to help her and they didn't. They rushed her to her death.

To fail to take action would be fiscally irresponsible but lives lost should matter to you most.

I urge you to adopt the report, with its thirteen common-sense, law-enforcement supported action items.

Sincerely,

Amelia Royko Maurer

City of Montello, WI <http://ecode360.com/10958866>

Administrative Legislation

Chief of Police

78-5

B.

General duties.

(1)

The Chief of Police shall have command of the Police Department of the City under direction of the Mayor and Common Council. He shall have a general administration and control of the Department and shall be responsible for the Department's government, efficiency and general good conduct. He shall perform all duties prescribed to him by laws of the state and the ordinances of the City and shall obey all lawful written orders of the Mayor or Common Council.

City of Wisconsin Dells, WI

[http://www.citywd.org/vertical/sites/%7B17E1C147-3A18-4562-88BF-7B40051DC932%7D/uploads/Chapter_9 - Public Safety Fire.pdf](http://www.citywd.org/vertical/sites/%7B17E1C147-3A18-4562-88BF-7B40051DC932%7D/uploads/Chapter_9_-_Public_Safety_Fire.pdf)

CHAPTER 9 □ PUBLIC SAFETY & PROTECTION and FIRE
REGULATIONS

9.01 POLICE DEPARTMENT

(3) Chief of Police; Duties and Powers The Chief of Police shall possess the powers, enjoy the privileges and be subject to the liabilities conferred and imposed by law upon marshals and constables.

(a) They shall obey all lawful written orders of the Mayor and Common Council.

City of Markesan <http://ecode360.com/27540984#27540995>

83-5 Police officers.

A.

General powers and duties. Each officer of the Department shall possess the powers conferred on marshals and constables by law, shall preserve the public peace and shall enforce the laws and ordinances of the state and City subject to the orders, rules and regulations of the Chief, the Mayor and the Common Council.

83-6 Department rules.

The Chief of Police shall prepare rules for the administration of the Police Department, which rules shall be in full force upon approval of the Common Council.

City of Harford <https://ci.hartford.wi.us/DocumentCenter/View/240>

CHAPTER 5 POLICE DEPARTMENT

5.02 **POLICE CHIEF.** (1) Appointment. The Chief of Police shall be appointed by the Board of Police & Fire Commissioners and shall hold his office during good behavior, subject to suspension or removal by such Commission.

(2) Command of Police Department. The Chief of Police shall have command of the Police Department of the City under the direction of the Mayor. The Chief of Police shall have general administration and control of the department and shall be responsible for the department's government, efficiency and general good conduct. The Chief of Police shall perform all duties prescribed to him by the laws of the state and the ordinances of the City, and it shall be his duty to obey all lawful written orders of the Mayor and Common Council.

City of Green Bay

<http://greenbaywi.gov/law/wp-content/uploads/2013/02/CHPTR01.pdf>

CHAPTER 1 GENERAL GOVERNMENT

1.20 CHIEF OF POLICE.

(1) APPLICABLE STATUTES. See §§62.13(3) and 62.09(13), Wis. Stats.

(2) The Chief of Police: (a) Shall have command of the police force of the City under the direction of the Mayor.

(b) Shall obey all lawful written orders of the Mayor or Common Council.

Councils in municipalities throughout Wisconsin exercise direct control over police and fire department policies. The ordinances of many cities and villages subject police and fire department policies to approval (or disapproval) by councils. Direct specification and decision-making on police and fire department policies is a routine council function for cities and villages throughout Wisconsin.

City of Markesan <http://ecode360.com/27540984#27540995>

83-5 Police officers.

A.

General powers and duties. Each officer of the Department shall possess the powers conferred on marshals and constables by law, shall preserve the public peace and shall enforce the laws and ordinances of the state and City subject to the orders, rules and regulations of the Chief, the Mayor and the Common Council.

83-6 Department rules.

The Chief of Police shall prepare rules for the administration of the Police Department, which rules shall be in full force upon approval of the Common Council.

City of Wauwatosa https://www.municode.com/library/wi/wauwatosa/codes/code_of_ordinances?nodeId=TIT2ADPE_CH2.48PODE

Chapter 2.48 - POLICE DEPARTMENT

2.48.050 - Powers and duties.

The chief of police and all officers of the police department shall have the powers and duties conferred on them by the statutes. The chief of police shall have command of the police force under direction of the mayor. It is his duty to obey all lawful written orders of the mayor or common council or their designated city administrator. The city administrator shall have the power to approve or disapprove of all rules made by the chief of police for the government of the police department and all members thereof. (§ 1 (part) of Ord. dated May 2, 1972: prior code § 17.04(5))

City of Dodgeville Fire Department

<http://www.cityofdodgeville.com/vertical/sites/%7B5FFB6BD1-12B9-41DA-A1C8-3A0912ABBC4B%7D/uploads/%7B0C229F9C-1232-4798-879D-CAA6CDDF6685%7D.PDF>

5.03 REGULATIONS. Members of the Department shall be governed by the bylaws of the Department, the resolutions and ordinances of the City, the lawful orders of the Council and the Mayor, and the Wisconsin Statutes. The Department bylaws and amendments thereto shall be subject to approval by the Council.

Village of Oregon Police Department [http://www.vil.oregon.wi.us/vertical/sites/%7B3631401E-89E6-4B18-B72B-25DC241CC205%7D/uploads/Chapter 4 Police Department\(1\).pdf](http://www.vil.oregon.wi.us/vertical/sites/%7B3631401E-89E6-4B18-B72B-25DC241CC205%7D/uploads/Chapter 4 Police Department(1).pdf)

4.02 CHIEF OF POLICE

....

*He shall obey all lawful written orders of the Village President and Board.
He shall exercise supervisory control over all the personnel of his Department and may adopt, subject to the approval of the Board, rules and regulations for the government, discipline, equipment and uniforms of police officers.*

City of River Falls WI

[https://www.municode.com/library/wi/river falls/codes/code of ordinances?nodeId=TIT2ADPE_CH2.12PODE](https://www.municode.com/library/wi/river%20falls/codes/code%20of%20ordinances?nodeId=TIT2ADPE_CH2.12PODE)

The chief of police shall exercise supervisory control over all department personnel and may adopt, subject to the approval of the council, rules and regulations for the government, discipline, equipment and uniforms of police officers.

Village of Johnson Creek, WI <http://ecode360.com/8810318>

Rules, regulations, and standard operating guidelines. The Chief shall prepare rules, regulations and standard operating guidelines for the proper operation of the Department. Such rules, regulations and standard operating guidelines shall be in addition to the provisions of this chapter. Rules, regulations, policies and procedures and standard operating guidelines developed for promulgation by the Chief shall be approved by the Village Board before becoming effective, including operational procedures, policies and job descriptions for all personnel. The Village Administrator, before their submission to the Village Board, shall review all such documents. All members of the Department shall be provided with access to all such rules, regulations and standard operating guidelines once they become effective.

Village of Darien, WI <http://ecode360.com/28540892>

The Chief of Police shall exercise supervisory control over all the personnel of his or her department and may adopt, subject to the approval of the board, rules and regulations for the government, discipline, equipment and uniforms of police officers.

City of Mayville Fire Department

http://www.mayvillecity.com/code_book/chapter_05.pdf

5.03 Regulations (Am Ord. #943-03 §1). Member of the Department shall be governed by the policies of the Department, the resolutions and ordinances of the City, the lawful orders of the Council and the Mayor, and the Wisconsin Statutes.

City of Whitewater Fire Chief

https://www.municode.com/library/wi/whitewater/codes/code_of_ordinances?nodeId=TIT2ADPE_CH2.24FIDE_2.24.030FICHUT

He shall maintain proper discipline among the firemen and all persons employed in the fire department, and may, with the approval of the city manager and common council, adopt and enforce any lawful regulations and rules therefore.

Village of Poynette <http://www.poynette-wi.gov/Portals/0/Ordinances/Title%20V/V%20-%20%20Police.pdf>

2.04 Policy: Poynette Police Department.

(1) The Public Safety Committee shall tender to the Village Board for its adoption a policy manual for the Poynette Police Department and shall

recommend such changes in policy as are deemed necessary.

City of Hudson - Fire Chief job description

<http://ci.hudson.wi.us/DocumentCenter/View/878>

Day-to-day administrative supervision of this position is performed the City Administrator. The Fire Chief/Fire Inspector (hereinafter "Fire Chief") has technical independence in the administration of the department, while the Hudson Advisory Joint Fire Board, the Public Safety Committee and the City of Hudson Common Council provide policy and operational direction and decision-making. Hiring and discipline matters are overseen by the Hudson Police and Fire Commission, pursuant to Wisconsin Statutes.

City of Darlington http://www.darlingtonwi.org/Microsoft_Word_-_Chapter_4.pdf

4.01 POLICE DEPARTMENT.

....

(3) REGULATIONS. Members of the Department shall be governed by resolutions and ordinances adopted by the Council and the Wisconsin Statutes.

....

4.02 CHIEF OF POLICE, DUTIES AND POWERS.

....

(2) He shall obey all lawful written orders of the Mayor and Council. He shall exercise supervisory control over all the personnel of his Department and may adopt, subject to the approval of the Council, rules and regulations for the government, discipline, equipment and uniforms of police officers.

Hardiman, Emily

From: Zellers, Ledell
Sent: Sunday, May 07, 2017 3:33 PM
To: Hardiman, Emily
Cc: gwgelemb@wisc.edu
Subject: Fwd: Increase in gun violence in our community
Attachments: gun violence as contagious disease.pdf; ATT00001.htm

Hi Emily,

Please include this email in Legistar.

Thanks.

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to <http://www.cityofmadison.com/council/district2/>

Begin forwarded message:

From: "Gregory Gelembiuk" <gwgelemb@wisc.edu>
To: "McKinney, Barbara" <district1@cityofmadison.com>, "dfjulian@aol.com" <dfjulian@aol.com>, "Zellers, Ledell" <district2@cityofmadison.com>, "Anglim, Mary" <mtanglim@gmail.com>, "Skidmore, Paul" <district9@cityofmadison.com>, "John Abbas" <jsabbas12@gmail.com>
Subject: re: Increase in gun violence in our community

Dear PSRC members,

I'm writing regarding the "Increase in gun violence in our community" agenda item. I'm encouraged that 1. you're examining the Cure Violence approach and the concept of treating violence as a contagious health issue, and 2. that you're considering the evidence base for different approaches ("What Works for Health").

I've long been an advocate of a public health approach to gun violence, and I'll discuss specific approaches below (Alders Zellers and McKinney have already seen some of this information). In the vein of public health, I thought I'd also send you a recent paper, examining contagion of gun violence ("*Modeling Contagion Through Social Networks to Explain and Predict Gunshot Violence in Chicago, 2006 to 2014*" JAMA Intern Med. 2017;177:326-333).

I'll also note an important distinction between evidence of efficacy and effect size. Some approaches do have good evidence of efficacy (they actually do reduce violence), but the size of the impact is only small to moderate. For example, the the February 2016 USAID report "*What Works in Reducing Community Violence: A Meta-Review and Field Study for the Northern Triangle*", the effect sizes of all the "policing strategies" examined were, at best, "modest to moderate". Two popular approaches, functional family therapy and multisystemic therapy (highly intensive therapy modalities intended for youth already involved in the criminal justice system), have a decent evidence base, but only a moderate effect size. I'll also note that there's still some controversy about the level of efficacy of multisystemic therapy. The largest and highest quality meta-analysis of multisystemic therapy studies to date (covering 22 studies) concluded that "Small but significant treatment effects were found on the primary outcome delinquency", and the meta-analysis was unable to demonstrate a significant effect on violent delinquency examined alone (van der Stouwe et al, 2014. Clinical Psychology Review 34:468-

481). Across all the studies in the meta-analysis, taken together, the observed effect on delinquency was highly significant, but not of large size.

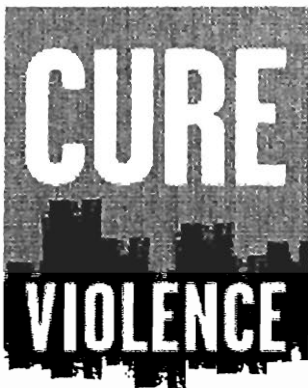
Two basic sets of approaches stand out in terms of showing an apparent strong impact (large effect size) in reducing violence. 1. Comprehensive violence reduction strategies that identify the individuals and groups at the very highest risk of gun violence in a city and engage those individuals, offering positive developmental support, working to shift norms, etc. These are a set of different programs that, in broad sense, evolved out of the initial Boston Ceasefire initiative. They include so-called Group Violence Intervention approaches and the Cure Violence model. 2. Cognitive behavior therapy approaches, such as the Becoming A Man program in Chicago. Cognitive Behavioral Therapy approaches teach elements such reduction of automaticity (slowing down and thinking before acting), positive anger expression, visionary goal-setting, etc.

Here's one report discussing the comprehensive violence reduction approaches. It includes discussion of Group Violence Intervention (sometimes termed "focused deterrence", though that label is sometimes used more broadly), Cure Violence, and Hospital-Based Violence Intervention. Richmond, CA is an example of a city that's utilizing all of these (though the Cure Violence variant implemented by the Richmond Office of Neighborhood Safety may be the most important component). As noted in "What Works to Prevent Urban Violence Among Proven Risk Young Men? The Safe and Successful Youth Initiative Evidence and Implementation Review", there are two common features of all such programs found to be effective: "1. Using street outreach workers. 2. Providing positive development supports to high-risk persons". The details are critical. For example, a focused deterrence program implemented by NYPD, with intensive monitoring and a predominant punitive aspect, and insufficient provision of meaningful positive developmental support, failed badly (raising questions about the degree to which the punitive "deterrence" aspect is actually useful).

I'd now like to provide more information on a few specific programs.

1. Cure Violence

The primary website discussing the approach: <http://cureviolence.org/>



Home | Stopping the Spread of Violence | Cure Violence

cureviolence.org

Cure Violence maintains violence should be treated like an epidemic. We can prevent it by stopping it at its source.

The founder of Cure Violence, Dr. Gary Slutkin, describing the approach (a TEDMED talk):
<https://www.youtube.com/watch?v=IYPOZ0EfaJo>



What if we treated violence like a contagious disease?

www.youtube.com

Does violence spread like a disease? Epidemiologist Gary Slutkin of Cure Violence says the issue has been misdiagnosed, and instead created science-based strategies ...

Slutkin's Transform 2013 talk (I would really recommend watching this):

<http://link.brightcove.com/services/player/bcpid912442712001?bckey=AQ~~,AAAA1DWZKik~,bug8pJ7WSI7JtoMw5uZicCq39TmLCUvd&bctid=2707554900001>

Scientific Evaluations of the Cure Violence approach.

A recent report on the impact of funding cuts to Chicago's Cure Violence program. The inverse relationship between funding for Cure Violence in Chicago and the homicide rate is notable.



2. The Richmond Office of Neighborhood Safety program

Richmond ONS is an unusually integrative approach, particularly targeting those most likely to be involved in gun violence. Key elements of the Richmond program are taken from Cure Violence approaches. Richmond also utilizes cognitive behavior therapy (CBT), which has a strong evidence base in at-risk youth. The combination of CBT and cash transfers (essential elements of the Richmond ONS approach) was subjected to a randomized controlled trial with criminally involved young men in Liberia and found highly effective. At least in that context, cash following CBT appeared to have stronger and more enduring effects than CBT alone (articles [here](#) and [here](#)).

Here are videos providing an overview of the Richmond *Office of Neighborhood Safety* program.

<https://www.youtube.com/watch?v=dSygbE-21aE>



[Al Jazeera](#)
[America](#)
[profiles the](#)
[Office of](#)
[Neighborhood](#)
[Safety and it's](#)
[Peacemaker](#)
[Fellowship](#)

www.youtube.com

Al Jazeera America
profiles the City of
Richmond's Office
of Neighborhood
Safety and it's
Peacemaker
Fellowship May
2014 "A city that
pays criminals to
beha...

<https://www.youtube.com/watch?v=GrrMJ5NZUV8>



City Under Siege

www.youtube.com

Richmond, Calif.'s Office of Neighborhood Safety is taking a bold new approach to ending gun violence.

<https://www.youtube.com/watch?v=ZgaNfK8ELwI>



OFFICE OF NEIGHBORHOOD SAFETY, RICHMOND, CAL. - YouTube

www.youtube.com

Amaranth Modacure interviews Sam Vaughn

Here's a process evaluation of the Richmond *Office of Neighborhood Safety* program.

DeVone Boggan, the founder of the Richmond *Office of Neighborhood Safety*, has founded *Advance Peace*, to bring the approach to other cities.

Website: <https://www.advancepeace.org/>

Some key elements of the approach:



Advance Peace will select cities (among those that apply) to develop and implement pilot programs (though Madison would barely meet their minimum criterion of >3.2 murders/100,000).

3. Becoming A Man

The Chicago Becoming A Man (BAM) program is a wonderful example of a cognitive behavioral therapy (CBT) approach, working with at-risk youth in Chicago Schools. It's a program of the social services organization Youth Guidance (working with the Chicago Public School system).

<https://www.youth-guidance.org/>

Here's a flyer for BAM: <https://crimelab.uchicago.edu/sites/crimelab.uchicago.edu/files/uploads/BAM%20flyer.pdf>

BAM provides CBT in a context of mentoring and peer support. It is highly cost effective. The cost of BAM, at least in its initial iterations, was \$1,100 per student (in later variants of the program, the cost rose as services were added). Depending on how one monetizes crime cost, the calculated societal benefit:cost ratio from crime reduction alone (not even counting improved educational outcomes) was up to 30:1 (i.e. ~\$30 for every \$1 invested). I'll also note that the randomized clinical trials supporting the efficacy of BAM were the largest ever conducted with urban youth populations.

The BAM program identifies at-risk kids and invites them to participate, and almost all the invitees do. The social support and guidance and peer elements of the program generate a strong intrinsic incentive to participate (the kids want to be there).

Here are videos that provide a good overview of the BAM program:

<https://www.youtube.com/watch?v=btxsM3DivKY>



Becoming a Man (BAM) History Video

www.youtube.com

In 2001, Youth Guidance launched the Becoming a Man (BAM) program to help young men of color navigate difficult circumstances that threaten their future. Program ...

https://www.youtube.com/watch?v=L_TIS6QEgqk



How slow thinking can help at-risk youth

www.youtube.com

At-risk CPS students are learning how to slow down their thinking to achieve life-changing goals. Anuj Shah of Chicago Booth explains how Youth Guidance's Becoming A ...

BAM was started by social worker Tony DiVittorio. DiVittorio has an "up from the streets" background that I think helped him understand exactly what was needed. He deserves much credit for the nature of the program. A bit of info on DiVittorio:

<http://www.soschicity.com/2011/04/man-on-mission-to-help-boys-become-men.html>

<http://www.npr.org/2011/03/22/132461181/getting-to-chicagos-boys-before-gangs-do>

Hopefully, you've found some of this information of interest, and possibly of utility for addressing the problem of gun violence in Madison.

Sincerely,

Dr. Gregory Gelembiuk

Modeling Contagion Through Social Networks to Explain and Predict Gunshot Violence in Chicago, 2006 to 2014

Ben Green, MSc; Thibaut Horel, MSc; Andrew V. Papachristos, PhD

IMPORTANCE Every day in the United States, more than 200 people are murdered or assaulted with a firearm. Little research has considered the role of interpersonal ties in the pathways through which gun violence spreads.

OBJECTIVE To evaluate the extent to which the people who will become subjects of gun violence can be predicted by modeling gun violence as an epidemic that is transmitted between individuals through social interactions.

DESIGN, SETTING, AND PARTICIPANTS This study was an epidemiological analysis of a social network of individuals who were arrested during an 8-year period in Chicago, Illinois, with connections between people who were arrested together for the same offense. Modeling of the spread of gunshot violence over the network was assessed using a probabilistic contagion model that assumed individuals were subject to risks associated with being arrested together, in addition to demographic factors, such as age, sex, and neighborhood residence. Participants represented a network of 138 163 individuals who were arrested between January 1, 2006, and March 31, 2014 (29.9% of all individuals arrested in Chicago during this period), 9773 of whom were subjects of gun violence. Individuals were on average 27 years old at the midpoint of the study, predominantly male (82.0%) and black (75.6%), and often members of a gang (26.2%).

MAIN OUTCOMES AND MEASURES Explanation and prediction of becoming a subject of gun violence (fatal or nonfatal) using epidemic models based on person-to-person transmission through a social network.

RESULTS Social contagion accounted for 63.1% of the 11 123 gunshot violence episodes; subjects of gun violence were shot on average 125 days after their infector (the person most responsible for exposing the subject to gunshot violence). Some subjects of gun violence were shot more than once. Models based on both social contagion and demographics performed best; when determining the 1.0% of people ($n = 1382$) considered at highest risk to be shot each day, the combined model identified 728 subjects of gun violence (6.5%) compared with 475 subjects of gun violence (4.3%) for the demographics model (53.3% increase) and 589 subjects of gun violence (5.3%) for the social contagion model (23.6% increase).

CONCLUSIONS AND RELEVANCE Gunshot violence follows an epidemic-like process of social contagion that is transmitted through networks of people by social interactions. Violence prevention efforts that account for social contagion, in addition to demographics, have the potential to prevent more shootings than efforts that focus on only demographics.

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In 2014, a total of 10 945 people in the United States were murdered with a firearm, and approximately 65 106 others were injured in nonfatal gun assaults (an average of more than 200 fatal and nonfatal subjects of gun violence per day).¹ Although mass shootings are often the focus of public attention, most gun murders and assaults occur in everyday incidents involving a small number of people (typically 2 individuals).² Furthermore, gun violence tends to concentrate within socially and economically disadvantaged minority urban communities, where rates of gunshot injuries far exceed the national average^{3,4} and where young black men experience rates of gun homicide 10 times higher than their white counterparts.²

The media, politicians, and academics alike often describe gun violence in the United States as an “epidemic,”^{2,5-9} implying concern over its alarmingly high levels, as well as the possibility of its spread. Although gun violence’s stubborn persistence in certain communities might be more accurately described as an endemic,⁶ the public emphasis on epidemics has inspired research on the mechanisms through which violence might be transmitted.⁹⁻¹¹ The most common approach measures the spatial diffusion of gun violence from neighborhood to neighborhood.^{3,9,11,12} Although this spatial approach often discusses interpersonal relationships related to gang activity^{9,13} or drug markets¹⁴ as the drivers behind the diffusion of gun violence, the statistical models presume that violence might be conceptualized as an airborne pathogen (eg, influenza) moving between neighborhoods, which can be “caught” by inhabiting locations with high incidence rates.

However, recent thinking suggests that many of the processes that we attribute to geography might occur in part because of the interpersonal ties underlying social networks¹⁵ (see the Glossary in the eText in the Supplement for definitions of social network and other technical terms used in this article). Research on gun violence in Chicago, Illinois, Boston, Massachusetts, and Newark, New Jersey, has found that subjects of gun violence are concentrated within networks, along with cross-sectional evidence that such concentration is related to social contagion (ie, the spread of beliefs, attitudes, and behaviors through social interactions).^{10,16-18} Furthermore, social networks are fundamental in diffusion processes related to diverse areas, such as behaviors,¹⁹ opinions,^{20,21} human immunodeficiency virus (HIV),²² obesity,²³ and depression.²⁴ Taken together, the results of these studies suggest that the diffusion of gun violence might occur through person-to-person interactions, in a process akin to the epidemiological transmission of a blood-borne pathogen (eg, HIV). Contagion via social ties, then, may be a critical mechanism in explaining why neighborhoods matter when modeling the diffusion of crime and, perhaps more important, why certain individuals become subjects of gun violence while others exposed to the same high-risk environments do not.

To study the role of social influence in gun violence, we examined a particular interaction between individuals, namely, being arrested together for the same offense, a behavior known as co-offending. Co-offending typically occurs between people who share strong preexisting social ties²⁵ and is driven by social processes that amplify risky behaviors (criminal or delinquent acts that might lead to arrest, including violent episodes and offending).²⁵⁻²⁹ Like other social behaviors, such as needle

Key Points

Question Does gun violence spread over social networks through a process of social contagion?

Findings An epidemiological analysis of a network of 138 163 individuals in Chicago, Illinois, determined that social contagion was responsible for 63.1% of the 11 123 gunshot violence episodes that occurred between 2006 and 2014. Models incorporating social contagion and demographics (eg, age, sex, and neighborhood residence) predicted future gunshot subjects better than models based on social contagion or demographics alone.

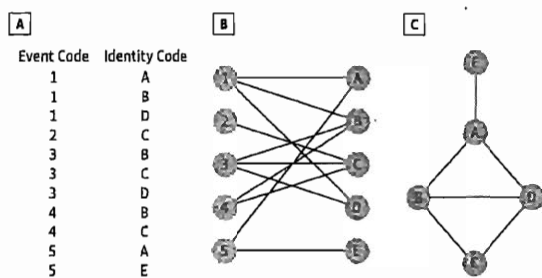
Meaning Violence prevention efforts that account for social contagion, in addition to demographics, have the potential to prevent more shootings than efforts that focus only on demographics.

sharing³⁰ and sex,^{22,31} co-offending may reveal patterns of social interactions that influence how gun violence spreads.^{25,27,32-34} We postulated that a person becomes exposed to gun violence through social interactions with previous subjects of gun violence: someone who has been shot may be more likely to be embedded in the networks and environments in which guns are present and gun violence is likely to erupt. Therefore, associating with subjects of gun violence, and specifically co-engaging in risky behaviors with them, may expose individuals to these same behaviors, situations, and people that in turn increase the probability of becoming a subject of gun violence.

Our study directly assessed the efficacy of treating the diffusion of gunshot violence as an epidemiological process that spreads through social networks. Our central hypothesis was that, when someone in your network becomes a subject of gun violence, your risk of becoming a subject of gun violence temporarily increases. We hypothesized that predictive models incorporating social contagion would outperform models considering only individual and ecological risk factors in predicting future gunshot subjects. Modeling the precise social dynamics of gun violence could represent an important advance in treating gun violence as a public health epidemic. By identifying high-risk individuals and transmission pathways that might not be detected by other means, a contagion-based approach could detect strategic points of intervention that would enable measures to proactively reduce the trauma associated with gun violence rather than just react to past incidents. Most important, such a contagion-based approach is centered on subjects of gun violence and, as such, has the potential to move the larger public dialogue on gun violence away from efforts that rest largely on geographic or group-based policing efforts that tend to disproportionately affect disadvantaged minority communities.

We tested our hypothesis in Chicago, a city whose well-documented patterns of gun violence are emblematic of the epidemic described above and whose rates of gun violence are more than 3 times the national average (eText and eFigures 1, 2, and 3 in the Supplement).^{15,35-39} Although Chicago does not have the highest urban per capita homicide rate, the city has a long history of violence and consistently tallies a greater number of homicides than any other city in the United States.⁴⁰

Figure 1. Co-offending Network Generation Process



A, Example of raw data and its structure, in which event codes mark specific arrest events and identity codes represent unique individuals. Each entry represents a single individual arrested in a specific incident. B, Bipartite (ie, 2 mode) network between offenses (green) and people (blue), generated by using the data from A as an edge list (in which each row represents a pair of nodes that are connected by an edge). C, Person-to-person (ie, 1 mode) co-offending network, generated by performing a bipartite projection on the network from B. Nodes represent unique offenders, and edges connect offenders who were arrested for the same incident. Note that the network shown in this panel is unweighted, meaning that every edge has identical weight, even for pairs who were arrested together multiple times.

As in other major US cities, violent gun crime in Chicago is intensely concentrated in a small number of socially and economically disadvantaged neighborhoods (where homicide rates can be upward of 75 per 100 000 people).^{36,37,41} Furthermore, gun violence is concentrated in small social networks: a recent study¹⁰ by one of us (A.V.P.) of nonfatal gunshot violence episodes in Chicago from 2006 to 2014 found that more than 70% of all subjects of gun violence could be located in networks containing less than 5% of the city's population. The present study examines the extent to which being shot in Chicago might be explained as a process of epidemiological transmission between individuals in these networks.

Methods

Data

We examined all recorded fatal and nonfatal gunshot injuries in Chicago from 2006 to 2014 among the population of individuals arrested during this period. Data are from 2 different sources provided by the Chicago Police Department through a nondisclosure agreement (and approved by the Yale Institutional Review Board). These data were considered exempt by the institutional review board because they were secondary deidentified information provided for the study, and informed consent was not necessary. The first source was all 1189 225 arrests recorded by the police between January 1, 2006, and March 31, 2014, involving 462 516 people (for comparison, the adult population of Chicago totals approximately 2.1 million). Arrest data are recorded at the incident level and contain social and demographic information on each reported individual, including birth date, race, sex, and gang membership (as identified by the police).

The second source was detailed records for all 16 399 gunshot violence episodes recorded by the police during the

same period, excluding suicides, accidents, and shootings that occurred during legal interventions (ie, shootings involving law enforcement personnel). These records consist of 13 877 nonfatal and 2522 fatal shootings, affecting 14 695 people; 1498 people were shot on more than 1 occasion. Among all shooting subjects, 90.2% were arrested during the study period and could be identified in the arrest data.

Co-offending Network

Figure 1 shows how the co-offending network was created. We generated a social network from the data by identifying all unique individuals arrested during the study period and connecting them via "edges," that is, a relationship between pairs of individuals defined by being arrested together for the same offense (a behavior known as co-offending) at least once during the study period (section 2 of the eMethods in the Supplement). This network contained 462 516 individuals, 467 506 edges, and 13 252 subjects of gun violence. Because co-offending typically occurs between individuals who share pre-existing social ties,²⁵ co-arrests represent an association between 2 people but not the date at which this relationship formed. Therefore, we developed a static network with edges between every pair of individuals who had been arrested together at any time during the study period.

We restricted our analysis to the network's largest connected component, which contained 29.9% of all arrested individuals ($n = 138\,163$) and 89.3% of all the co-offending edges ($n = 417\,635$). Consistent with previous research on the concentration of gun violence within co-offending networks,¹⁰ the largest connected component contained 74.5% of gunshot violence episodes of arrested individuals (11 123 violence episodes, affecting 9773 people). We henceforth refer to this component as the network.

Social Contagion Model

We modeled the contagion of violence over the network using a stochastic model in which the probability of future shootings depended on the history of past shootings.^{11,42-45} Individuals are susceptible to gunshot violence through the following 2 means: (1) social contagion, reflecting the increased probability to be shot immediately after a person with whom one associates has been shot, and (2) a seasonal factor that reflects the persistent rate of violence episodes within the network. The model expressed the social contagion component of susceptibility via 2 factors, namely, time and network structure (section 4 of the eMethods and eFigure 4 in the Supplement). Consistent with previous models and epidemiological research, we assumed that gun violence is most likely to spread immediately after another shooting⁴⁴⁻⁴⁶ and between people who are closely linked in the network.^{47,48} Regarding this latter point, we set the influence of contagion to weaken farther away from the source according to the inverse square of network distance and to disappear beyond 3 degrees of separation (ie, >3 edges away in the network).^{10,23}

Using variables calibrated on the observed data, our model calculated each person's exposure to gun violence based on the aggregate influence of social contagion and seasonal fac-

Table. Characteristics of the 138 163 Individuals Arrested in Chicago Between 2006 and 2014 and in the Largest Connected Component of the Network^a

Variable	Largest Connected Component	Subjects of Gun Violence	Not Subjects of Gun Violence
Demographics			
No. of people	138 163	9773	128 390
Age at study midpoint, y	27.5	23.2	27.0
Male, %	82.0	97.0	80.9
Black race/ethnicity, %	75.6	79.8	75.3
White Hispanic race/ethnicity, %	23.3	19.5	23.6
Gang member, %	26.2	52.3	24.3
Network Characteristics			
No. of co-offenders (degree centrality)	6.1	10.2	5.7
Neighbors who are subjects of gun violence (first degree), %	10.4	17.9	9.8
Neighbors who are subjects of gun violence (first and second degree), %	11.1	15.9	10.7
Neighbors who are subjects of gun violence (first, second, and third degree), %	11.8	14.9	11.6

^a The mean characteristics are listed for all individuals arrested in Chicago between 2006 and 2014 and located in the largest connected component, comparing demographic and network statistics between the subjects of gun violence and those who were not. All comparisons between gunshot subjects and those who were not were significant at $P < .001$ (P values were calculated using the Welch 2-sample t test).

tors (section 4 of the eMethods and eFigures 5 and 6 in the Supplement). For each gunshot subject who was influenced primarily by contagion, we identified which peer (the infector) was most responsible for causing him or her to become infected (ie, a subject of gun violence). We then connected these infections from infector to subject of gun violence to trace cascades of gunshot violence episodes through the network (ie, chains in which one person becomes infected, exposing his or her associates, who then may become infected and spread the infection to their associates, etc) (section 4 of the eMethods in the Supplement). It is important to note that the infector is not assumed to be the person who shoots the subject of gun violence but rather the one who exposes him or her to the risk of gun violence.

Model Evaluation for Predicting Subjects of Gun Violence

An important application of modeling gun violence is to identify who might be shot in the future: predicting gunshot subjects might provide information that can be used for intervention and violence prevention efforts, especially if we could precisely identify a small population that faces the most immediate risk. Therefore, we applied our model to predict who would be shot. We compared the model described above (referred to henceforth as the social contagion model) with 2 others. The first model was a demographics model that assumes becoming a subject of gun violence is determined by traits, such as age, sex, and neighborhood residence, and correspondingly predicts future subjects of gun violence based on demographic similarities to previous subjects of gun violence. This model approximated traditional risk factor theories of gun violence. The second model combined the social contagion and demographics models in a weighted average (with weights found by optimizing over all possible linear combinations) to account for both potential explanations of gun violence.

For every day of the study period, based on the data up to that day, we calculated the risk of every person in the network to be shot according to each model and selected the highest-risk individuals identified by each (section 5 of the

eMethods in the Supplement). We defined 3 high-risk populations as those people identified with the top 0.1% ($n = 138$), 0.5% ($n = 691$), and 1.0% ($n = 1382$) of risk to be shot on a given day. Although larger populations of high-risk individuals could potentially include more subjects of gun violence, larger populations could also include too many people to be reasonably suited for targeted interventions. We evaluated and ranked our models based on the number of subjects of gun violence they identified within these high-risk populations. To evaluate the reliability of the models, we performed tests on simulated data for which we knew the true variable values and showed that for the duration of our study period the method could accurately estimate the variables within 12.7% (section 4 of the eMethods and eFigure 6 in the Supplement).

Results

Characteristics of the Network

The Table lists characteristics of the 138 163 individuals in the network. Figure 2 shows a graphical representation of the network, illustrating the relative locations of subjects of gun violence and those who were not. Individuals were on average 27 years old at the midpoint (in 2010) of the study and predominantly male (82.0%) and black (75.6%). According to police estimates, 26.2% were members of street gangs. Compared with those who were not subjects of gun violence, the subjects of gunshots were 3.8 years younger (23.2 vs 27.0 years) and more likely to be male (97.0% vs 80.9%), black (79.8% vs 75.3%), and involved in a gang (52.3% vs 24.3%). Consistent with prior research,¹⁰ subjects of gunshot violence were concentrated within the network. Gunshot subjects were socially close to other gunshot subjects in the network: 17.9% of first-degree associates of subjects of gun violence were also subjects compared with 9.8% for subjects who were not. This pattern was similar for second-degree and third-degree associates as well (Table), indicating that there were clusters in the network with

many subjects of gun violence and other parts with few subjects of gun violence.

To analyze the concentration of subjects of gun violence within the network, we sought to distinguish between 3 potential explanations, namely, homophily, confounding, and social contagion.⁴⁹⁻⁵² Homophily is when individuals associate with similar people, confounding occurs when individuals are exposed to the same environmental factors, and social contagion refers to individuals influencing one another's behavior; homophily and confounding can generate situations that appear to be due to social contagion. To explore the ability of homophily and confounding to generate the observed data, we

performed simulation experiments based on demographics and the dates of violence episodes. The results of these experiments suggested that homophily and confounding were insufficient explanations for the data, leaving social contagion as a more likely explanation (section 3 of the eMethods and eFigure 7 in the Supplement).

Modeling Contagion

After calibrating our model to the data, we found that 63.1% ($n = 7016$) of the 11 123 gunshot violence episodes in the network during the study period were attributable to social contagion (section 4 of the eMethods and eFigure 8 in the Supplement). In total, 60.8% of fatal violence episodes and 62.6% of nonfatal violence episodes were attributable to social contagion. Subjects of gun violence were shot on average 125 days after their infector (the person most responsible for exposing the subject to gunshot violence), with a median time difference of 83 days. From tracing gunshot violence episodes through the network, we detected 4107 separate cascades (connected chains of infection through the network), ranging in size from cascades with a single subject to a cascade involving 469 subjects, with 680 cascades involving multiple subjects and a mean cascade size of 2.7 subjects (eFigure 9 in the Supplement). Figure 3 shows 3 representative cascades, containing 12 people, 34 people, and 64 people, all shot during the study period, and illustrating the pathways of diffusion between individuals. These cascades visually reinforce how gunshot violence spreads through a co-offending network, connecting individuals who initially may have had no connections to one another. They also help to explain the concentration of subjects of gun violence, as summarized in the Table and Figure 2, because violence episodes in one part of the network generate further violence episodes in that same region.

Predicting Subjects of Gun Violence

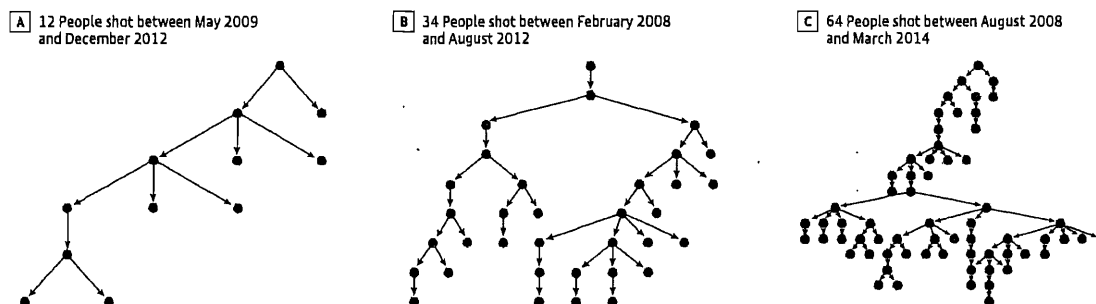
Figure 4 shows a comparison of the 3 models to predict the subjects of gun violence, namely, a model based on demographics, a model based on social contagion, and a model based on both social contagion and demographics. The social conta-

Figure 2. Graphical Representation of the Largest Connected Component of the Network



Each node represents a unique individual ($N = 138\,163$). Red nodes identify subjects of a fatal or nonfatal gunshot injury ($n = 9773$); blue nodes represent people who were not subjects of gun violence ($n = 128\,390$). Data are from the Chicago Police Department, as described in the Data subsection of the Methods section.

Figure 3. Three Cascades of Gunshot Violence Episodes Inferred From the Study Period



Each edge (a line with an arrow showing the direction) represents the transmission of gunshot violence from one individual to another. The originators of each cascade are on top.

gion model outperformed the demographics model at estimating an individual's risk to be shot (Figure 4 and eFigure 10 in the Supplement). During the study period, the social contagion model identified 5.3% (589 of 11 123) of the network's subjects of gun violence among the 1.0% of the population it deemed highest risk each day compared with 4.3% (475 of 11 123) identified by the demographics model (24.0% increase). The combined model performed best, identifying 6.5% (728 of 11 123) of subjects of gun violence when selecting the 1.0% highest-risk population daily. Compared with the demographics model, across the 3 daily high-risk population sizes considered (0.1%, 0.5%, and 1.0%), the combined model correctly identified 71.7%, 65.5%, and 53.3% more subjects of gun violence, respectively.

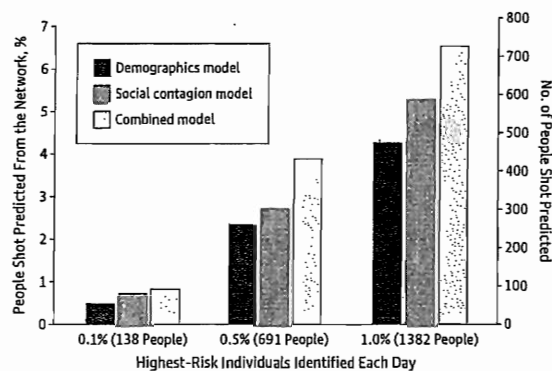
Discussion

Comparing levels of gun violence in the United States and its concentration within communities with an epidemic garners wide appeal but, scientifically, often stops at descriptive and spatial analyses. Whereas previous research has been cross-sectional, the present study advances understanding of gun violence by modeling it as social contagion and by directly tracking the contagion's spread. Our findings suggest not only that gunshot violence concentrates within certain populations but also that the diffusion of violence follows an epidemic-like process of social contagion that is transmitted through networks by social interactions. Violence prevention efforts that account for contagion, in addition to demographics, to identify likely subjects of gun violence have the potential to prevent more shootings than efforts that focus on only demographics.

Our research suggests that a holistic public health approach to gun violence should be developed in at least 2 ways.⁵³ First, violence prevention efforts should consider the social dynamics of gun violence: tracing the spread of violence episodes through social networks could provide valuable information for public health and medical professionals, in addition to law enforcement, looking to intervene with the people and communities at highest risk. Given that public health and epidemiology are founded on studying pathways of transmission, approaches from these domains may readily extend to gun violence prevention efforts. For example, information on the timing and pathways of gunshot cascades might provide street outreach workers of campaigns (eg, Cure Violence, a violence prevention model used in more than 50 US cities that draws on public health methods to mediate conflicts before they become violent⁵⁴) with a more accurate assessment of the people who would most benefit from their program. Likewise, hospital-based violence intervention programs^{55,56} might follow such network models to extend their services beyond the emergency department to others within a social network who are also at risk of becoming gunshot subjects.

Second, concerted efforts should focus on making gun violence prevention efforts subject focused rather than offender

Figure 4. Predictions of Gunshot Violence Among High-Risk Populations



Comparison of the ability of the 3 models to identify subjects of gun violence as one of the highest-risk individuals in the network on the day that the individual was shot; predictions for the 0.1%, 0.5%, and 1.0% of individuals at highest risk are shown.

focused by prioritizing the health and safety of those in harm's way. Although mounting evidence from multiple cities suggests that small place-, group-, and network-based interventions can effectively reduce gun violence,⁵⁷⁻⁶⁰ these network-based approaches have often relied heavily or solely on law enforcement activities. The individuals identified in our study are not in contact just with the criminal justice system: they are also deeply embedded within the public health, educational, housing, and other governmental systems. A fully realized public health approach centered on subjects of gun violence includes focused violence reduction efforts that work in concert with efforts aimed at addressing the aggregate risk factors of gun violence, namely, the conditions that create such networks in the first place or otherwise determine which individuals are in such networks (eg, neighborhood disadvantage and failing schools).

Limitations

Several limitations of our study should be noted. First, we lacked additional data that might have been relevant to understanding individual and neighborhood risk factors, such as substance abuse, employment, and police activity. Therefore, our models may have underestimated the predictive ability of demographic and ecological risk factors. Second, although our descriptive findings of the Chicago co-offending network were similar to those from Boston and Newark,^{16,17} additional research is needed to understand how city-specific factors like segregation, public housing policies, street gangs, and the availability of guns might influence the structure of social networks and the transmission process of gun violence within them. Third, our study relied on a single behavioral tie, co-offending, and thus failed to capture other social ties (eg, kinship, friendship, employment, and gang membership) that might also facilitate the contagion process or protect individuals from infection. Specifically, we were unable to assess why some individuals in the social network (indeed, the vast majority)

never became gunshot subjects. Understanding resilience in networks is an important next step for research and practice, and future research should expand its focus on the types of networks that foster and abate the contagion of violence. Developing our understanding of resilience in networks might advance a preventive approach to mitigating the effects of gun violence that looks not simply to respond to shootings that have already happened but also to bolster networks that might inoculate from the potential for future shootings.

Conclusions

We analyzed administrative records to show how modeling gun violence as an epidemic that spreads through social networks via interpersonal interactions can improve violence prevention strategies and policies. Our results suggest that an epidemiological approach, modeled on public health interventions developed for other epidemics, can provide valuable information and insights to help abate gun violence within US cities.

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Study concept and design: Green, Papachristos. **Acquisition, analysis, or interpretation of data:** All authors.

Drafting of the manuscript: All authors.

Critical revision of the manuscript for important intellectual content: Green, Papachristos.

Statistical analysis: Green, Horel.

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Invited Commentary

FIREARM VIOLENCE

Firearm Violence as a Disease—"Hot People" or "Hot Spots"?

Charles C. Branas, PhD; Sara Jacoby, PhD; Elena Andreyeva, PhD

In this issue of *JAMA Internal Medicine*, Green and colleagues¹ report on firearm violence in Chicago, Illinois, from 2006 to 2014 and show how the violence is transmitted by social interaction through networks of people. The study establishes that the spread of firearm violence can be understood with parameters that have been used for more than half a century



Related article page 326

to model the spread of infectious diseases. This important finding helps put to rest the mistaken idea that epi-

demiology, medicine, and public health somehow have no place in the prevention of firearm violence, a disease process that affects roughly 100 000 people in the United States each year.^{2,3}

Firearm violence is a problem that many fields, including criminology, sociology, and law enforcement, have contributed to better understanding and preventing. However, when a person is shot with a firearm in the United States, there is more

than just a police and justice system response. If the person survives long enough, he or she will be treated by emergency medical services professionals and then at a trauma or other medical center; if the person dies, a medical examiner or coroner will likely conduct an autopsy. Substantial medical and public health resources are expended in responding to firearm violence. Correspondingly substantial biomedical research resources are also needed to better understand and prevent this acute and often fatal pathophysiological process.³

Although the study by Green and colleagues¹ provides innovative quantitative evidence, modeling the transmission of firearm violence as an epidemiological phenomenon is not new. Most prior studies, however, have documented ecological transmission between neighborhoods or other groups of people (eg, gangs and peer groups). A few studies have applied mathematical models to person-to-person transmission of firearm violence⁴; however, these studies have been simulations. In contrast, Green and colleagues¹ took an important next step

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 12:08 AM
To: Hardiman, Emily
Subject: Fwd: Comment on President's Work Group on Policy and Community Relations Recommendations

----- Forwarded message -----

From: **Caitlin Madden** <madden.caitlin@gmail.com>
Date: Mon, May 8, 2017 at 9:43 PM
Subject: Comment on President's Work Group on Policy and Community Relations Recommendations
To: dfjulian@aol.com, district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com, district2@cityofmadison.com, jsabbas12@gmail.com
Cc: district6@cityofmadison.com

Good evening,

I am a resident of District 6 in Madison and am writing in regard to the recommendations of the President's Work Group on Policy and Community Relations, which will be considered at your 5/9/17 meeting (agenda item #2, File #46407). The Work Group has spent months listening to different experts and stakeholders in our community to release these recommendations. Given the current climate for communities of color, low-income residents, and people living with mental health issues, it is time for bold action on these challenging issues. Our city must avoid another Tony Robinson, Paul Heenan, or Genelle Laird, and instead move towards community control over the police. The Work Group's proposals are an important step towards a model of policing in Madison that supports all of our residents. Vote yes on Tuesday to pass through the Work Group's full recommendations.

Thank you,
Caitlin Madden
3017 Oakridge Ave.
Madison, WI 53704

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 10:51 AM
To: Hardiman, Emily
Subject: Fwd: Police & Community Relations

----- Forwarded message -----

From: **Tiffany Lowe-Power** <tiff.lowe@gmail.com>
Date: Tue, May 9, 2017 at 8:24 AM
Subject: Police & Community Relations
To: dfulian@aol.com, district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com,
district2@cityofmadison.com, jsabbas12@gmail.com, district13@cityofmadison.com

Dear Public Safety Review Committee Members,

I'm writing to request that you recommend the Common Council adopt the report of the President's Work Group on Police & Community Relations.

While I have lived in Madison, several intoxicated citizens were killed in officer-involved shootings. I support and appreciate the Madison police department, but I believe we can always strive to do better.

The President's Work Group did extensive research and much of the contents in their recommendations are endorsed by other law enforcement groups across the state and/or nation in addition to various advocacy groups and task forces across Dane County. It is critical that these recommendations remain as is and are not watered down as doing so will make them ineffective. The details matter so much. 2 departments can have mental health crisis deescalation programs with variations that look slight to us and those variations can and do lead to vastly different outcomes.

I urge you to adopt the report, with its thirteen common-sense, law-enforcement supported action items.

Thank you,

Tiffany Lowe-Power
619 S Orchard St.

--

Tiffany Lowe-Power, PhD
University of Wisconsin-Madison
Caitlyn Allen Lab

Hardiman, Emily

From: Zellers, Ledell
Sent: Tuesday, May 09, 2017 10:32 AM
To: Hardiman, Emily
Subject: Fw: Ragarding the Report of the President's Work Group on Police & Community Relations

I don't think I've sent this yet...please include in Legistar and make sure all PSRC members receive.

Thank you!
Ledell

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to: <http://www.cityofmadison.com/council/district2/>

From: Gregory Gelembiuk <gwgelemb@wisc.edu>
Sent: Saturday, May 6, 2017 7:09 PM
To: McKinney, Barbara; dfjulian@aol.com; Zellers, Ledell; Anglim, Mary; Skidmore, Paul; John Abbas
Subject: Ragarding the Report of the President's Work Group on Police & Community Relations

Dear Public Safety Review Committee Members,

I'm writing to urge you to recommend Common Council adoption of the report of the President's Work Group on Police & Community Relations. In this letter, I'm specifically writing to address erroneous information in a memo from Assistant City Attorney Marci Paulsen. I ask that you take the time to read the information provided below.

Paulsen's memo, claiming that the Council doesn't have the authority to issue specific policy directives (especially regarding use of force policy), is pure politics masquerading as legal analysis. Do not take these claims at face value. The opinions Paulsen is expressing are in direct contradiction with other, far more thorough, legal analyses. Moreover, these powers (of direct specification and oversight of police and fire department policies) are routinely used by city councils in municipalities throughout Wisconsin.

The Paulsen memo represents a prime example of something that's a problem for cities nationally – city attorney offices (with an intrinsic conflict of interest, given their close working relationship with police departments) using questionable legal arguments to block any meaningful police reform. It's exactly what happened in Ferguson (see linked ACLU letter) and in multiple other cities. As the Associated Press has reported: "City Lawyers are the Weak Link in Police Accountability, Records Show"

As a matter of law, Paulsen's opinion (which is scant on any real legal analysis) appears to be simply wrong.

1. Role of the Police and Fire Commission.

Paulsen states: *"Wis. Stat. § 62.13(1) clearly establishes that any police department within the City will be overseen by a board of police and fire commissioners."*

Unless optional powers specified in Wis. Stat. § 62.13 (6) are invoked by referendum, the PFC only has very narrow powers, as a personnel board (responsible for hiring, promotion, demotion, suspensions, firing), not full oversight powers. If optional powers are invoked by referendum, a PFC has the additional power *"To organize and supervise the fire and police, or combined protective services, departments and to prescribe rules and regulations for their control and management."*

Madison PFC Staff Attorney Scott Herrick has opined, in verbal discussions, that the power to prescribe rules and regulations for the police department inherently pre-exists in the Common Council (that a Common Council has those powers to start with), and that a PFC optional powers referendum merely shifts those powers to a PFC.

Either Paulsen is wrong, or Scott Herrick is wrong. And Herrick's interpretation is far more consistent with other legal analyses, existing practices in municipalities throughout Wisconsin, and simple common sense.

2. Paulsen's position would appear to be inconsistent with the 2005 memo by Madison Assistant City Attorney Carolyn Hogg (which Madison City Attorney Michael May signed off on at the time). That memo specifically discusses the power of the Common Council to issue orders to the Chief regarding use of force issues. It concludes:

"Based on the foregoing, I conclude the Common Council likely has the authority to adopt a resolution prohibiting the use of tasers by the police department. This conclusion is not without reservation, given the Police Chief's authority as commanding officer of the department and his statutory responsibilities to establish standards regulating use of force. Having the Council interject itself into areas which call for technical law enforcement expertise (either through a direct order prohibiting the use of tasers or via a budgetary action which prohibits expenditures for tasers) may not ultimately be the most prudent and safest course of action for officers and citizens alike. However, the Council's authority is not limited merely to those actions which outsiders might believe are wise or correct – otherwise its jurisdiction would be unnaturally narrowed indeed."

That memo clearly includes a more thorough analysis of the legal issues than Paulsen's. It concluded that the Council appeared to have the authority to issue a directive that was very specific regarding use of force. And note that this (prohibiting use of tasers) is inherently a use of force policy directive.

3. Paulsen's claims are in contradiction to the far more thorough analysis by Matthew Flynn in Wisconsin Law Review 1131 1974. The core statutes have not changed, and it appears that little additional relevant case law has been developed in the interim.

4. Though there isn't a huge amount of case law on the power of city councils to issue lawful orders to police chiefs, one key case is Christie v. Lueth (1953), 265 Wis. 326, 334, 61 N. W. (2d) 338

The La Cross City Council had issued an order to the police chief to bring charges against a particular officer with the PFC. The court upheld this as a lawful order.

The relevant language in the resolution was:

"Be it further resolved that the common council direct the chief of police to commence proper proceedings in the Christie case immediately by filing charges to be prosecuted by the city attorney. . . ."

The most relevant excerpts from Christie v. Lueth (1953):

"Appellant contends next that by the resolution the legislative branch of the city government invaded the executive and judicial prerogatives in violation of the constitutional principle of the independence of the three branches. The common council has not attempted to perform any of the functions of the other divisions of government. It has pointed out what it considers the duty of executive officials, the mayor and chief of police, and directed them to get busy. The duties of the mayor will be touched upon later."

"The chief of police shall have command of the police force of the city under the direction of the mayor. It shall be his duty to obey all lawful written orders of the mayor or common council. . . ." Sec. 62.09(13), Stats. We are unable to find anything unlawful in this direction by the council to the chief in a matter concerning his department, nor has he or any other representative of the executive branch complained that the functions of that branch are thereby invaded by the city legislature. The same situation was presented in La Abra Silver Mining Co. v. United States (1899), 175 U.S. 423, 20 Sup. Ct. 168, 44 L.Ed. 223. There congress directed the attorney general to commence an action to determine whether or not a claim which had been allowed by arbitrators against the Republic of Mexico was in fact fraudulent. The mining company contended that this legislation was an invalid interference with the constitutional separation of executive and legislative powers. The supreme court of the United States held that it was not. We hold that the resolution, stopping where it did, was not void as an unconstitutional interference by the common council with the functions of another branch of the city government."

Two important points about this decision:

A. The court upheld an order that was very specific – an order that the police chief file charges with the PFC against a particular officer. The court rejected the argument that such a highly specific order invaded the functions of the chief and executive branch, and was outside the purview of the city council.

B. Wis. Stat. § 62.13 (5) "Disciplinary actions against subordinates" lays out roles for the chief in bringing charges against officers with the PFC. But the court upheld that the council had the authority to order the chief to take specific actions in this domain (filing of charges with the PFC). Paulsen attempts to argue that a statute requiring chiefs to "prepare in writing and make available for public scrutiny a policy or standard regulating the use of force" means that the council cannot issue orders regarding use of force. But if the court upheld an order requiring a chief to file PFC charges against an officer (even though there's statutory language on a chief's role/power in this matter), the same logic would apply to orders on use of force policy (i.e. that a council can issue lawful orders, that are specific, to a chief on use of force

policy). [As an aside I'll also note – the argument that the Council issuing a small number of very particular directives on use of force policy is somehow demoting the chief is a ridiculous one. It's not like the Council would be taking over writing all use of force policy.]

5. PFCs were created as a Progressive Era anticorruption measure, because mayors and city councils were appointing police chiefs on a quid pro quo, share of the spoils basis (they'd get kickbacks). But it was not the intent of the Progressive Era reformers (who created the PFC mechanism) to leave police departments without any accountability to elected officials (i.e. they never intended that city councils and mayors wouldn't have any power over police department policies and practices). PFCs were just created as personnel boards, to be in charge of hiring/firing, separating out this function from all the other oversight powers (which were recognized as being retained by the mayor and city council).

Paulsen's interpretation is inherently perverse. It would leave no-one with direct power over the police (only indirect power of the purse, and PFC power to hire/fire). Such an interpretation reflects confusion about the role of the PFC, which is not a general oversight body (unless optional powers are invoked).

Moreover, Paulsen's logic, which would apply to mayors as well as city councils, would appear to be inconsistent with *State ex rel. Davern v. Rose*. In *State ex rel. Davern v. Rose*, the court ascribed sweeping executive authority (over police and fire departments) to the mayor. The court compared the role of the mayor to that of the President of the U.S., conferring on the mayor all the powers of a chief executive except where expressly limited. From Davern: "the [mayor shall be the]...chief executive officer and the head of the fire department and of the police in said city."

6. I asked attorney William Turner about this matter, sharing with him all the underlying documents (city attorney memos, etc.). I'll note that Turner has, over the years, written extensively about issues of governmental structure, separation of powers, etc.

I'd like to share some of his reply:

"I am happy to offer my opinion, but there is nothing here that an intelligent citizen who can read English wouldn't understand. I realize you don't have this problem, but don't let the city attorney, or any attorney, buffalo you into thinking there is any magic in the law. If it defies common sense, chances are it's bad law."

"In the U.S., as you are likely aware, states have important, independent political and administrative responsibilities. We fight all the time about where to draw the line between state power and federal power, but no one argues that the states are devoid of independent powers. Cities, by contrast, are legal and political poodles. States have nearly unfettered power to define what cities may or may not do."

The sentence someone (you?) underlined in Wis. Stat. 62.09(13), "The chief shall obey...." settles the matter, to my mind. 62.11(5), which grants powers to cities subject only to limitation by "express language," further buttresses the point. It seems obvious to me that setting policy as you're trying to do here falls well within the powers the city has under this section. If they can't point to specific statutory language prohibiting what you're trying to do, they're full of shit."

The statutory language on use of force policy adds nothing. I would not get too far into the weeds of the questions about what a Commission may or may not do. It's not completely irrelevant, but it is a distraction from the key question – what powers does the Council have?"

I agree with the opinion you attribute to Scott Herrick – Cities may be poodles of states, but they necessarily possess the essential powers of sovereignty where their writ runs."

"If they're schlepping the separation of powers argument, it's really weak. Legislatures are primary in our system. That the Constitution defines the legislative power first is not an accident. No laws, no government. Obviously, the executive and judiciary have their own powers that the legislature should not invade, but the legislature kind of has the final say, except in the special case of courts finding that laws violate the Constitution, which is not an issue here."

The logic of administrative agencies is that they command highly technical knowledge that members of Congress cannot have, at least most members -- we have an EPA because most members of Congress are not experts in the areas of science one needs to do that kind of work -- and the same is true of the Madison Common Council relative to the police department. This militates in favor of

legislatures not meddling too much in the business of administrative agencies, but the legal point remains that administrative agencies exist only at the pleasure of the legislature. The legislature still gets to set policy for the agency. "

"You point to the memo from 2005, with the previous city attorney signing off. My question: what changed between then and now. I would need to see a specific change in statute, or a decision by a court on the exact same, or very similar, question. Else, why the change of opinion?"

I inquired further, and William Turner responded with the following:

"If I understand, the core issue is directing the police to emphasize de-escalation and avoid potentially lethal responses.

The memo you sent does not have much by way of legal argument in it. She just says that revising the deadly force policy is "not within the purview" of the Council, then talks about how it is a "specialized and technical" issue that the Chief alone should decide. This gets to what I said before about the relationship between legislatures and administrative agencies, which police forces are in a sense.

So, the most relevant statute reads, "Wis. Stat. § 62.11(5) Powers. Except as elsewhere in the statutes specifically provided, the council shall have the management and control of the city property, finances, highways, navigable waters, and the public service, and shall have power to act for the government and good order of the city, for its commercial benefit, and for the health, safety, and welfare of the public, and may carry out its powers by license, regulation, suppression, borrowing of money, tax levy, appropriation, fine, imprisonment, confiscation, and other necessary or convenient means. The powers hereby conferred shall be in addition to all other grants, and shall be limited only by express language." This is very broad language, both in terms of what domains the city may manage and control, "city property, finances, etc." and the means it may use, "by license, regulation, suppression, etc." "and shall be limited only by express language." My answer to this memo is that the Council may tell the police department whatever it wants to, unless someone can point to "express language" forbidding them.

As you say, this is politics, not law."

Other attorneys I've shown the Paulsen memo to (including a professor at the UW Law School) made the same points, and noted that Paulsen provided no adequate basis in statute or case law for her key claims.

7. Councils in municipalities throughout Wisconsin exercise direct control over police and fire department policies, contrary to the (mistaken) claims from the Madison City Attorney's Office (Paulsen memo) that only vague general policy directives can be used. The ordinances of many cities and villages subject police and fire department policies to approval (or disapproval) by councils. Direct specification and decision-making on police and fire department policies is a routine council function for cities and villages throughout Wisconsin.

A small sampling:

CITY OF MARKESAN <http://ecode360.com/27540984#27540995>

83-5 Police officers.

A.

General powers and duties. Each officer of the Department shall possess the powers conferred on marshals and constables by law, shall preserve the public peace and shall enforce the laws and ordinances of the state and City subject to the orders, rules and regulations of the Chief, the Mayor and the Common Council.

83-6 Department rules.

The Chief of Police shall prepare rules for the administration of the Police Department, which rules shall be in full force upon approval of the Common Council.

City of Wauwatosa https://www.municode.com/library/wi/wauwatosa/codes/code_of_ordinances?nodeId=TI_T2ADPE_CH2.48PODE

Chapter 2.48 - POLICE DEPARTMENT

2.48.050 - Powers and duties.

The chief of police and all officers of the police department shall have the powers and duties conferred on them by the statutes. The chief of police shall have command of the police force under direction of the mayor. It is his duty to obey all lawful written orders of the mayor or common council or their designated city administrator. The city administrator shall have the power to approve or disapprove of all rules made by the chief of police for the government of the police department and all members thereof. (§ 1 (part) of Ord. dated May 2, 1972: prior code § 17.04(5))

City of Dodgeville Fire Department

<http://www.cityofdodgeville.com/vertical/sites/%7B5FFB6BD1-12B9-41DA-A1C8-3A0912ABBC4B%7D/uploads/%7B0C229F9C-1232-4798-879D-CAA6CDDF6685%7D.PDF>

5.03 REGULATIONS. Members of the Department shall be governed by the bylaws of the Department, the resolutions and ordinances of the City, the lawful orders of the Council and the Mayor, and the Wisconsin Statutes. The Department bylaws and amendments thereto shall be subject to approval by the Council.

Village of Oregon Police Department [http://www.vil.oregon.wi.us/vertical/sites/%7B3631401E-89E6-4B18-B72B-25DC241CC205%7D/uploads/Chapter 4 Police Department\(1\).pdf](http://www.vil.oregon.wi.us/vertical/sites/%7B3631401E-89E6-4B18-B72B-25DC241CC205%7D/uploads/Chapter 4 Police Department(1).pdf)

4.02 CHIEF OF POLICE

....

He shall obey all lawful written orders of the Village President and Board.

He shall exercise supervisory control over all the personnel of his Department and may adopt, subject to the approval of the Board, rules and regulations for the government, discipline, equipment and uniforms of police officers.

City of River Falls WI

https://www.municode.com/library/wi/river_falls/codes/code_of_ordinances?nodeId=TIT2ADPE_CH2.12PODE

The chief of police shall exercise supervisory control over all department personnel and may adopt, subject to the approval of the council, rules and regulations for the government, discipline, equipment and uniforms of police officers.

Village of Johnson Creek, WI <http://ecode360.com/8810318>

Rules, regulations, and standard operating guidelines. The Chief shall prepare rules, regulations and standard operating guidelines for the proper operation of the Department. Such rules, regulations and standard operating guidelines shall be in addition to the provisions of this chapter. Rules, regulations, policies and procedures and standard operating guidelines developed for promulgation by the Chief shall be approved by the Village Board before becoming effective, including operational procedures, policies and job descriptions for all personnel. The Village Administrator, before their submission to the Village Board, shall review all such documents. All members of the Department shall be provided with access to all such rules, regulations and standard operating guidelines once they become effective.

Village of Darien, WI <http://ecode360.com/28540892>

The Chief of Police shall exercise supervisory control over all the personnel of his or her department and may adopt, subject to the approval of the board, rules and regulations for the government, discipline, equipment and uniforms of police officers.

City of Mayville Fire Department

http://www.mayvillecity.com/code_book/chapter_05.pdf

5.03 Regulations (Am Ord. #943-03 §1). Member of the Department shall be governed by the policies of the Department, the resolutions and ordinances of the City, the lawful orders of the Council and the Mayor, and the Wisconsin Statutes.

City of Whitewater Fire Chief

https://www.municode.com/library/wi/whitewater/codes/code_of_ordinances?nodeId=TIT2ADPE_CH2.24FIDE_2.24.030FICHUT

He shall maintain proper discipline among the firemen and all persons employed in the fire department, and may, with the approval of the city manager and common council, adopt and enforce any lawful regulations and rules therefore.

Village of Poynette <http://www.poynette-wi.gov/Portals/0/Ordinances/Title%20V/V%20-%202%20Police.pdf>
2.04 Policy: Poynette Police Department.

(1) The Public Safety Committee shall tender to the Village Board for its adoption a policy manual for the Poynette Police Department and shall recommend such changes in policy as are deemed necessary.

City of Hudson - Fire Chief job description

<http://ci.hudson.wi.us/DocumentCenter/View/878>

Day-to-day administrative supervision of this position is performed the City Administrator. The Fire Chief/Fire Inspector (hereinafter "Fire Chief") has technical independence in the administration of the department, while the Hudson Advisory Joint Fire Board, the Public Safety Committee and the City of Hudson Common Council provide policy and operational direction and decision-making. Hiring and discipline matters are overseen by the Hudson Police and Fire Commission, pursuant to Wisconsin Statutes.

City of Darlington http://www.darlingtonwi.org/Microsoft_Word_-_Chapter_4.pdf

4.01 POLICE DEPARTMENT.

....

(3) REGULATIONS. Members of the Department shall be governed by resolutions and ordinances adopted by the Council and the Wisconsin Statutes.

....

4.02 CHIEF OF POLICE, DUTIES AND POWERS.

....

(2) He shall obey all lawful written orders of the Mayor and Council. He shall exercise supervisory control over all the personnel of his Department and may adopt, subject to the approval of the Council, rules and regulations for the government, discipline, equipment and uniforms of police officers.

In optional powers cities, where the power to specify police and fire department policy has been shifted (by referendum) from the council to the PFC, the same type of language is found in ordinances, but with the PFC rather than the council being specified. For example:

City of New London (a PFC optional powers city)

[http://www.newlondonwi.org/Clerks/Municipal Code/CHAPTER 4.pdf](http://www.newlondonwi.org/Clerks/Municipal_Code/CHAPTER_4.pdf)

4.02 CHIEF OF POLICE, POWERS AND DUTIES.

(4) He shall exercise supervisory control over all personnel of his Department and may adopt, subject to the approval of the Police and Fire Commission, rules and regulations for the government, discipline, equipment & uniforms of police officers.

4.06 RULES AND REGULATIONS. *Rules and regulations governing the Police Department shall be adopted from time to time by the Police and Fire Commission.*

At the level of policy, including specific policy (as opposed to day to day operational decision-making: e.g. number of officers to assign to an event), decisions ultimately remain the prerogative of elected officials (councils and mayors). After all, we do live in a democracy, where no city governmental entity can claim to be insulated from democratic control. The fact that, apparently for decades, there's been a deficit of

civilian police policy oversight specifically in Madison should not be confused with such oversight being impermissible. It's a lack of accountability that deviates from proper democratic norms and good governmental practices, and appears at the root of many of the current problems with the department (and may well have contributed to the imperious beliefs/behavior of the current Chief, who often acts as if he's not accountable to elected officials).

Sincerely,

Dr. Gregory Gelembiuk

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 10:48 AM
To: Hardiman, Emily
Subject: Fwd: Presidents Work Group on Police & Community Relations

----- Forwarded message -----

From: **Julia Gilden** <julia.gilden@gmail.com>
Date: Tue, May 9, 2017 at 8:29 AM
Subject: Presidents Work Group on Police & Community Relations
To: dfjulian@aol.com, district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com, district2@cityofmadison.com, jsabbas12@gmail.com

Dear Public Safety Review Committee Members,

I'm writing today in support of adopting the recommendations from the President's Work Group on Police & Community Relations. It is essential to public safety that we maintain trust between MPD and the community, that depends on strong policies that demand that MPD prioritize the lives of the people who come into contact with officers.

Over the past several years, the rate of fatal officer-involved shootings has risen sharply in Madison, and is higher than that in similar cities around the nation. I believe the Common Council must take a leadership role in turning this trend around. The recommendations of the President's Work Group are based on extensive research and many are endorsed by law enforcement and advocacy groups across the state and/or nation. These recommendations, especially those related to use of backup and to safeguarding the mentally ill, could have prevented many of the tragic (and expensive) cases we've seen in recent years. It is critical that these recommendations be adopted in their entirety are not weakened to the point of irrelevancy.

Sincerely,
Julia Gilden
938 O'Sheridan St.
Madison, WI

Hardiman, Emily

From: Zellers, Ledell
Sent: Monday, May 08, 2017 7:54 PM
To: Hardiman, Emily
Subject: Fwd: Recommendations on Police Policies and Procedures

For the record

Sent from my HTC on T-Mobile 4G LTE

----- Forwarded message -----

From: "Amy Miller" <aimille2@uwalumni.com>
To: "dfjulian@aol.com" <dfjulian@aol.com>, "McKinney, Barbara" <district1@cityofmadison.com>, "Skidmore, Paul" <district9@cityofmadison.com>, "Anglim, Mary" <mtanglim@gmail.com>, "Zellers, Ledell" <district2@cityofmadison.com>, "John Abbas" <jsabbas12@gmail.com>, "Rummel, Marsha" <district6@cityofmadison.com>
Subject: Recommendations on Police Policies and Procedures
Date: Mon, May 8, 2017 2:20 PM

Dear Public Safety Review Committee Members,

I write to request that you recommend that the Common Council adopt the report of the President's Work Group on Police & Community Relations without changes.

The President's Work Group did extensive research and much of the contents in their recommendations are endorsed by other law enforcement groups across the state and/or nation and by various advocacy groups and task forces across Dane County. It is critical that these recommendations remain unchanged; the details matter so much. Two police departments can have mental health crisis deescalation programs with variations that look slight to us and those variations can and do lead to vastly different outcomes.

A city council's statutory right to issue orders to a police chief is codified in many Wisconsin city policies. Additionally, several cities require that police and fire policy be approved by the City Council.

No neighborhood in this city has been more impacted by fatal officer-involved shootings than mine. I became involved in this issue 4.5 years ago when Paulie Heenan was shot and killed a few blocks from my home by PO Heimsness who has since resigned. Tony Robinson, who was also unarmed, was killed a few blocks away from the scene of Paulie's death. Michael Schumacher was killed literally 2 blocks down the street from where Paulie was killed. In these 3 cases, all 3 victims were incapacitated and the first officer on the scene failed to utilize their back up; therefore, limiting their own sense of safety and options. Every single recommendation made by the President's Work Group is relevant to these cases and could prevent future deaths under similar circumstances. These recommendations, as is, will undoubtedly increase community trust in police officers.

These deaths have been most traumatizing to our neighborhood and my aim is to avoid another such shooting death by police here or elsewhere in Madison, while also keeping our officers safe. Frankly, the psyche of our small neighborhood cannot handle the trauma of another police shooting death.

Since 2012, this city has paid \$6 million in settlements, greatly impacting insurance premiums for the city with one if not two more suits pending. These deaths could likely have been preventable with a different approach to policing. It is time that MPD policies promote the sanctity of life. It is also a direction that could save millions in taxpayer dollars.

I urge you to adopt the report, with its thirteen common-sense, law-enforcement supported action items.

Sincerely,

Amy Miller

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 12:09 AM
To: Hardiman, Emily
Subject: Fwd: Please support President's Work Group recommendations on police policy

----- Forwarded message -----

From: **Daniel Hast** <hast.daniel@gmail.com>
Date: Mon, May 8, 2017 at 7:16 PM
Subject: Please support President's Work Group recommendations on police policy
To: mtanglim@gmail.com

Dear Alder Anglim,

As a resident of Madison, I urge you to support the recommendations that the President's Work Group on Police and Community Relations will present to the Public Safety Review Committee tomorrow. These recommendations would be a meaningful step toward repairing trust between the police and communities in Madison, which has been damaged by police violence and misconduct, especially against the Black community.

The action items are well-considered and are in line with best practices for law enforcement around the country — practices that are endorsed by many other law enforcement groups — and it is fully within the Common Council's authority to issue orders to the police chief. I ask that the recommendations also be passed without in any way weakening the language; token measures are not enough and would not address the very real and serious grievances behind this initiative.

These recommendations are a good start, but they should by no means be the end of police reform in our city. I support Freedom Inc's proposal for community control of the police (and, more broadly, the Movement for Black Lives Policy Platform), and I hope you will advocate for this in the future.

Thank you,
Daniel Hast

Hardiman, Emily

From: Zellers, Ledell
Sent: Monday, May 08, 2017 11:50 PM
To: Hardiman, Emily
Subject: Fw: Recommend adoption of the Report of the President's Work Group

Another one for the record.

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to: <http://www.cityofmadison.com/council/district2/>

From: Nathan Royko Maurer <nathanmaurer@mac.com>
Sent: Monday, May 8, 2017 11:17 PM
To: McKinney, Barbara; dfjulian@aol.com; Zellers, Ledell; Skidmore, Paul; John Abbas; Anglim, Mary
Subject: Recommend adoption of the Report of the President's Work Group

Dear Public Safety Review Committee Members,

I'm writing to request that you recommend Common Council adoption of the report of the President's Work Group on Police & Community Relations.

Paulsen's memo, claiming that the Council doesn't have the authority to issue specific policy directives (especially regarding use of force policy), so thoroughly misconstrues the language and legislative intent of the state statutes she attempts to interpret one wonders if much research was done at all to back up her claims.

Perhaps the best evidence that hers is not the correct interpretation is in the archives of meeting minutes from those Wisconsin cities requiring Common Council approval of all police department policies. The following examples (including one news article) are concrete proof of how state statute imbues Councils with the power to prescribe rules and regulations for their police departments. The highlighted portions of the following excerpts demonstrate the almost banal unremarkableness of Common Councils approving and regulating police policy.

City of Markesan

<https://web.archive.org/web/20161115042934/http://www.markesanwi.gov/app/download/763440312/Council+Minutes+2-9-16.pdf>

CITY OF MARKESAN COMMON COUNCIL

FEBRUARY 9, 2016

MINUTES

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4. New Business.

4.1 Following discussion, motion Bieszki/Triemstra to refer the Police Department policies back to Committee for further review; carried 5-0.

<https://web.archive.org/web/20161228024731/www.markesanwi.gov/app/download/763745387/Council+Minutes+3-7-16.pdf>

CITY OF MARKESAN COMMON COUNCIL

MARCH 7, 2016

MINUTES

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4. Old Business.

4.1 Following discussion, motion Abendroth/Triemstra to approve updated Police Department operating procedure policies; carried 4-0 on a roll call vote.

City of Thorp

http://cityofthorp.com/media/76261/May-9-2016_CityCouncil_Minutes.pdf

MINUTES

CITY OF THORP REGULAR CITY COUNCIL MEETING

MONDAY, MAY 9, 2016 AT 6:30PM

IN THORP CITY HALL

....

6. Review and possible approval of Chapters 1-4 of the Thorp Police Department Policies and Procedures Manual

Alderman Smriga had a few questions on various sections.

Chief Verges felt the City Council should pass these chapters as is, and changes could be made later. Reeg asked how many members of the City Council had read the chapters, and if they were comfortable passing hundreds of pages of policy that they had not read. He noted that if time wasn't taken to review them prior to adoption, that there was a slim likelihood of future reviews being done. M/M/S (Smriga, Abramczak) to table until the City Council meeting in June. Carried unanimously.

http://cityofthorp.com/media/76968/Jun-13-2016_CityCouncil_Minutes.pdf

MINUTES

CITY OF THORP REGULAR CITY COUNCIL MEETING

MONDAY, JUNE 13, 2016 AT 6:30PM

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7. Review and possible approval of Chapters 1-4 of the Thorp Police Department Policies and Procedures Manual

Mayor Stroinski asked the City Council how much review they had been able to accomplish. Reeg noted that he had read the first two chapters and found some significant deficiencies. Mayor Stroinski also suggested that the other full-time officers be involved in the review process. M/M/S (Wnek, Smriga) to have the Mayor, City Administrator, Police Chief and full-time officers work together to review the first two chapters and to bring them back for approval thereafter. Carried unanimously.

City of Nekoosa

<http://www.nekoosawi.com/documents/meet/Common%20Council%204-14-2015.pdf>

A REGULAR MONTHLY MEETING OF THE COMMON COUNCIL OF THE CITY OF

NEKOOSA WAS HELD IN THE COUNCIL CHAMBERS ON TUESDAY, APRIL 14,

2015 AT 7:00 P.M. [Minutes]

The Meeting was called to order by Mayor Alan K. Marcoux

Emmet Peterson Terry Shymanski Robert Schultz

Larry Krubsack August Woiak Robert Wenzel Garrett Kuhn

Brad Hamilton-Absent

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Public Safety

To the Honorable Mayor and Members of the Nekoosa Common Council:

A Public Safety Committee meeting was held on Tuesday, April 7, 2015 at 5:15 p.m. in the

Nekoosa Council Chambers.

Members present were Terry Shymanski, Chairman, Brad Hamilton, Secretary, Emmet

Peterson, and Robert Wenzel. Also in attendance were Mayor Al Marcoux, Garret Kuhn, Larry Krubsack, August Woiak, Bill Kaberle DPW, Robert Schultz, Fire Chief Mike Hartje, Asst. Fire Chief Dave Rheinschmidt, Ambulance Chief Don Harnisch, Asst Ambulance Chief Ken Moody, and Police Chief Shawn Woods.

1. Discussed motorcycle events being planned for this summer.

2. Discussed fire department by-laws.

3. Recommend adoption of police department policy thru section 321.

4. Recommend Josh Kolo to School Resource training in Appleton June 16-18 as per contract.

5. Recommend sending 2 officers to Atty. Generals Summit on Public Safety in WI Dells June 23-26 as per handbook and contract.

6. Recommend creating part time Code Enforcement Officer Position as a subordinate of the Chief of Police. Rate of pay and position description attached. (Tabled)

7. Recommend amending Section 7.15(8), 9.20(2) (g), 9.20 (3), 9.20 (3) (b), 10.05 (7), 10.07 (1), 10.07 (4) Public Works Director of the Nekoosa Municipal Code.

Respectfully submitted

Moved by Shymanski Seconded by Kuhn that the Public Safety Committee Report of April 7, 2015, be accepted as written. Carried

Moved by Shymanski Seconded by Krubsack that Item 4 of the Public Safety Committee Report of April 7, 2015, be referred back to committee.

Roll Call Vote: 6 Ayes, 1 Nays (Wenzel). Carried.

Moved by Shymanski Seconded by Krubsack that Items 3-5, 7 of the Public Safety Committee Report of April 7, 2015, be adopted for action.

Roll Call Vote: 7 Ayes, 0 Nays. Carried.

News story:

<http://www.thedodgevillechronicle.com/main.asp?SectionID=1&SubSectionID=8&ArticleID=5888>

The police department has also been updating policies, three of which were approved by the council Wednesday night. Bauer added that he has sent letters to landlords in the city as well, explaining better how incidents at their properties are being reported to them.

Other business

-The council approved the purchase of a new ambulance for the Dodgeville Area Ambulance Squad. The ambulance was budgeted for and will be orange in color with a black stripe. Brian Cushman added that it should be delivered Feb. 1, 2016.

-Several fee raises were approved, including several license, permit and service fees, building permit and zoning, and rental fees at Harris Park.

-Three police department policies were approved by the council, including a defibrillator equipment policy, administration of Narcan for opioid drug overdose policy and the rules of conduct policy.

City of New Richmond

[http://www.newrichmondwi.gov/vertical/sites/%7BC9218F77-75C0-470E-9C7A-3DB7AF5571A0%7D/uploads/Public_Safety_4-6-15\(1\).pdf](http://www.newrichmondwi.gov/vertical/sites/%7BC9218F77-75C0-470E-9C7A-3DB7AF5571A0%7D/uploads/Public_Safety_4-6-15(1).pdf)

PUBLIC SAFETY COMMITTEE MEETING [Minutes]

MARCH 11, 2014 — 5:00 P.M.

Members Present: Jane Hansen and Scottie Ard

Members Absent: Roberta Dale-Wozniak

Others Present: Mike Darrow, Mark Samelstad, Jim VanderWyst, Patty Schachtner, Mike Foley, and Jeanne Bergman Alderperson

Hansen called the meeting to order and roll call was taken.

Alderperson Ard moved to adopt the agenda as presented, seconded by Alderperson Hanson, and carried.

Review Police Policies

Mark Samelstad has finished updating the police department policies and procedures. To accomplish this goal he has been working with Lexipool Advantage, a highly respected company that specializes in writing risk based policies for law enforcement and safety organizations. Mark is requesting City Council's approval as soon as possible, as there are already new revisions that need to be incorporated into the manual. Discussion followed on which committee or persons should review the policies and the timeline to deal with

citizen complaints. Alderperson Ard moved to present the police policies and procedure updates to the City Council at the regularly scheduled April meeting, seconded by Alderperson Hansen, and carried.

Mark Samelstad left the meeting.

Fire Truck Dispatch Policy Review

Patty Schachtner, a representative from the town of Star Prairie, was in attendance asking for clarification on the number of trucks and personnel dispatched for different types of calls, and why the costs varies between the City and the Township. Jim VanderWyst explained they must respond, with the appropriate number of people, according to the language used by the 911 dispatch operator. The number of responders varies by categories. In the case of carbon monoxide, the call in question, personnel are dispatched as either "With Symptoms" or "Without Symptoms". There is no difference in invoicing of calls between the different entities, however, City residence do not receive an invoice because all calls are tax based. Star Prairie Township residents do not have fire protection built into their taxes; therefore, they do receive an invoice. Alderperson Hansen will email Patty the fire department policies. A suggestion was made that the Township may want to review how they bill those who use this service. The committee will review the dispatch policy at the next meeting.

Jim VanderWyst and Patty Schachtner left the meeting.

http://www.newrichmondwi.gov/vertical/sites/%7BC9218F77-75C0-470E-9C7A-3DB7AF5571A0%7D/uploads/Public_Safety_6-22-16.pdf

PUBLIC SAFETY COMMITTEE MEETING [Minutes]

May 24, 2016

Members Present: Scottie Ard, Jim Jackson and Mike Montello

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Establish subcommittee to meet monthly to review and update policy and procedure changes for the Police Department

It has been past practice to have the police department policies and procedures reviewed and edited by the Public Safety Committee, but this hasn't been done for some time. Currently, legal review of these policies is not in the budget, so the suggestion was made to establish a subcommittee to perform these duties. Craig reported the department is using Lexipol, a national company that writes model police policies. These policies are then tailored to fit the needs of the City. Due to time restraints and budgetary reasons, Craig suggested only the nine main policies and the recommended changes for 2016 be reviewed this year. Mike Montello moved to create a subcommittee to review police policies and procedures, seconded by Scottie Ard and carried. Craig was asked to review his budget and update the Committee at the next meeting if there is enough money to allow Attorney Kristina Williamson to be part of the review process.

http://www.newrichmondwi.gov/vertical/Sites/%7BC9218F77-75C0-470E-9C7A-3DB7AF5571A0%7D/uploads/Public_Safety_Committee_Minutes_6_22_16.pdf

PUBLIC SAFETY COMMITTEE MEETING [Minutes]

June 22, 2016

Members Present: Scottie Ard, Jim Jackson and Mike Montello

Discussion/Update on New Richmond Police Department Policy Review

Craig and the city administrator will be making a decision during the budgeting process to determine if Khristina Williamson or Nick Vivian is the right person to review the police department policies. Until then Craig will be reviewing some of the major policies.

City of Onalaska

[http://www.cityofonalaska.com/vertical/sites/%7BE2D95124-B506-4063-A7E4-C086F6654A75%7D/uploads/Common_Council_-_07-14-15\(1\).pdf](http://www.cityofonalaska.com/vertical/sites/%7BE2D95124-B506-4063-A7E4-C086F6654A75%7D/uploads/Common_Council_-_07-14-15(1).pdf)

Common Council of the City of Onalaska [Minutes]

Tuesday, July 14, 2015

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RECOMMENDATIONS FOR APPROVAL AND/OR POSSIBLE ACTION FROM THE FOLLOWING COMMITTEES/COMMISSIONS/BOARDS:

All items listed under the consent agenda are considered routine and will be enacted by one motion. There will be no separate discussion of these items unless a council member requests removal, in which event the item will be removed from the consent agenda and considered in the order of business in the non-consent agenda.

Item 5 – Consent Agenda

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PERSONNEL COMMITTEE

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H. Approval of new Police Department Policy 25 – Open Records

Motion by Ald. Bialecki, second by Ald. Blomquist, to approve the Consent Agenda.

Motion by Ald. Bialecki, second by Ald. Blomquist, to approve the Consent Agenda.

On voice vote, motion carried

City of Elkhorn

<http://www.cityofelkhorn.org/AgendasMinutesMeetingsOrds/Minutes/PublicSafety/2015/PublicSafety150119.pdf>

CITY OF ELKHORN

Public Safety Committee Minutes

Council Chambers, 9 S. Broad Street, Elkhorn, Wisconsin

January 19, 2015

The Public Safety Committee was called to order at 5:00 p.m. by Alderman McClory, followed by roll call.

ROLL CALL

Present: Aldermen Scott McClory, Gregory Huss, Tom Myrin

Also present: Administrator Sam Tapson, City Clerk Cairie Virrueta, Finance Director James Heilman, Police Chief Joel Christensen

POLICE DEPARTMENT POLICY REVISIONS

Police Chief Joel Christensen said that the police department received notification of changes to a number of Lexipol® policies. Lexipol® is a company that the Police Department subscribes with to provide comprehensive law enforcement policies, which are state specific, and Lexipol® staff constantly monitor legislation and court decisions and issue periodic updates. The Police Department has begun reviewing those changes and recommends the following policies for adoption: Law Enforcement Authority, Chief Executive Officer, Oath of Office, Policy Manual, Locker Rooms. He will prepare a resolution to adopt the policies for the Council meeting.

Motion (McClory/Myrin) to recommend approval of changes to the Police Department policy. Motion carried.

The fact is, the more one looks, the more one finds evidence that Common Councils around the state are very much involved in the creation and approval of police department policies. Why the Madison City Attorney's office is so reluctant to confirm this remains a mystery. But what isn't mysterious is that there would appear to be no reason why our own alders can't become more active participants in the direct, democratic governance and administration of our police department, especially where use of force is concerned. I urge you to move beyond the fear, uncertainty and doubt being sowed from the City Attorney's office and assume the role that state law so obviously reserves for you.

Sincerely,

Nathan Royko Maurer

Hardiman, Emily

From: Zellers, Ledell
Sent: Monday, May 08, 2017 11:49 PM
To: Hardiman, Emily
Subject: Fw: Please pass the recommendations exactly as they are

Another one for the record.

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to: <http://www.cityofmadison.com/council/district2/>

From: Ken Swift <kswift@uwalumni.com>
Sent: Monday, May 8, 2017 11:02 PM
To: dfjulian@aol.com; McKinney, Barbara; Skidmore, Paul; Anglim, Mary; Zellers, Ledell; John Abbas
Cc: Ken Swift
Subject: Please pass the recommendations exactly as they are

Dear Public Safety Review Committee Members,

I'm writing to request that you recommend the Common Council adopt the report of the President's Work Group on Police & Community Relations.

The President's Work Group did extensive research and much of the contents in their recommendations are endorsed by other law enforcement groups across the state and/or nation in addition to various advocacy groups and task forces across Dane County. It is critical that these recommendations remain as is and are not watered down as doing so will make them ineffective. The details matter so much. 2 departments can have mental health crisis deescalation programs with variations that look slight to us and those variations can and do lead to vastly different outcomes.

A city council's statutory right to issue orders to a police chief is codified in many Wisconsin city policies. Additionally, several cities require police and fire policy be approved by the City Council. Please note the handouts below.

No neighborhood in this city has been more impacted by fatal officer-involved shootings than mine. I became involved in this issue 4.5 years ago when my dear unarmed friend, Paulie Heenan, was shot and killed nearly in front of our home by PO Heimsness who has since resigned. Tony Robinson, who was also unarmed, was a dear friend of my young cousin and he too was killed a few blocks from my home. Michael Schumacher was killed literally 2 blocks down the street from where Paulie was killed. In these 3 cases, all 3 victims were incapacitated and the first officer on the scene failed to utilize their back up therefor limiting their own sense of safety and options. Every single recommendation made by the President's Work Group is relevant to these cases and could prevent future deaths under similar circumstances. These recommendations, as is, will undoubtedly increase community trust in police officers.

Since 2012, this city has paid \$6 million in settlements, greatly impacting insurance premiums for the city with one if not two more suits pending. Ashley DiPiazza's suit is going to trial on May 15th. For those that don't know, Ashley was a young woman, suicidal, crying in her room with a gun to her head. MPD officers ordered her out of her room, she opened the door with the gun to her head and officers fired 13 bullets into her, killing her. She needed time and she needed help, from multiple agencies yes but, in that moment, she needed the police to help her and they didn't. They rushed her to her death.

To fail to take action would be fiscally irresponsible but lives lost should matter to you most.

I urge you to adopt the report, with its thirteen common-sense, law-enforcement supported action items.

Sincerely,

Ken Swift supporting and quoting Amelia Royko Maurer's letter

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 2:14 PM
To: Hardiman, Emily
Subject: Fwd: Safe Police Policy Comment

----- Forwarded message -----

From: **Jenny Green** <jenny@shushudesign.com>
Date: Tue, May 9, 2017 at 2:12 PM
Subject: Safe Police Policy Comment
To: dfjulian@aol.com, district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com,
district2@cityofmadison.com, jsabbas12@gmail.com
Cc: "Rummel, Marsha" <district6@cityofmadison.com>

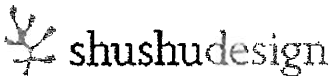
Dear Members of the Public Safety Review Committee,

I am a Madison resident and small business owner. I am frightened and appalled by the number of civilian deaths at the hands of police in spite of our relatively low crime rate.

Unfortunately, I cannot attend the meeting this afternoon. I am writing to ask that you please accept the recommendations from Alders Kemble, DeMarb, Carter, Bidar, and Rummel that our Common Council use its state-sanctioned power to issue lawful orders to our chief of police. Please pass the recommendations as they are written and do not alter them to be less effective.

Thank you,

Jennifer Green
3117 Hermina Street
Madison, WI 53714



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Hardiman, Emily

From: Zellers, Ledell
Sent: Tuesday, May 09, 2017 1:35 PM
To: Hardiman, Emily
Subject: Fwd: Recommendations on Police Policies and Procedures

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to <http://www.cityofmadison.com/council/district2/>

Begin forwarded message:

From: Kate Sandretto <kate.sandretto@gmail.com>
Date: May 9, 2017 at 1:23:16 PM CDT
To: dfjulian@aol.com, district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com, district2@cityofmadison.com
Subject: Recommendations on Police Policies and Procedures

Dear Public Safety Review Committee Members,

I'm writing to let you know that as a City of Madison resident, I fully support the Recommendations on Police Policies and Procedures developed by the President's Work Group on Police and Community Relations. These changes could make Madison a model city for more community control of police, and are worth trying out in full.

I hope you'll vote yes tonight to pass the full recommendations of the Work Group with no changes.

Thank you,

Kate Sandretto
2130 E Dayton St.
Madison, WI 53704

Hardiman, Emily

From: Zellers, Ledell
Sent: Tuesday, May 09, 2017 1:35 PM
To: Hardiman, Emily
Subject: Fwd: in support of lawful orders for city of Madison police

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to <http://www.cityofmadison.com/council/district2/>

Begin forwarded message:

From: Krista Eastman <dearkristaeastman@gmail.com>
Date: May 9, 2017 at 12:56:28 PM CDT
To: dfjulian@aol.com, district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com,
district2@cityofmadison.com, jsabbas12@gmail.com
Subject: in support of lawful orders for city of Madison police

Dear Public Safety Review Committee Members,

I'm writing to request that you recommend the Common Council adopt the report of the President's Work Group on Police & Community Relations.

The President's Work Group did extensive research and much of the contents in their recommendations are endorsed by other law enforcement groups across the state and/or nation in addition to various advocacy groups and task forces across Dane County. It is critical that these recommendations remain as is and are not watered down as doing so will make them ineffective. The details matter so much. Two departments can have mental health crisis deescalation programs with variations that look slight to us and those variations can and do lead to vastly different outcomes.

A city council's statutory right to issue orders to a police chief is codified in many Wisconsin city policies. Additionally, several cities require police and fire policy be approved by the City Council.

I urge you to adopt the report, with its thirteen common-sense, law-enforcement supported action items.

Sincerely,

Krista Eastman

Hardiman, Emily

From: Zellers, Ledell
Sent: Tuesday, May 09, 2017 1:34 PM
To: Hardiman, Emily
Subject: Fwd: PSRC recommendations today

Alder Ledell Zellers
608 417 9521

To subscribe to District 2 updates go to <http://www.cityofmadison.com/council/district2/>

Begin forwarded message:

From: "Mathews, Kristin" <KMMathews@cityofmadison.com>
Date: May 9, 2017 at 12:55:08 PM CDT
To: "'dfjulian@aol.com'" <dfjulian@aol.com>, "McKinney, Barbara" <district1@cityofmadison.com>, "Skidmore, Paul" <district9@cityofmadison.com>, "Anglim, Mary" <mtanglim@gmail.com>, "Zellers, Ledell" <district2@cityofmadison.com>, John Abbas <jsabbas12@gmail.com>
Subject: PSRC recommendations today

Please do not revise any of the recommendations at today's meeting and vote to pass them. They need to stay written as is to ensure the safety of our officers and citizens! Thank you.

Kristin Mathews
East Parks Operational Leadworker
608-246-4510
kmmathews@cityofmadison.com

play
**MADISON
PARKS**

Hardiman, Emily

From: Zellers, Ledell
Sent: Tuesday, May 09, 2017 1:34 PM
To: Hardiman, Emily
Subject: Fwd: CCOC recommendations

Alder Ledell Zellers
608 417 9521

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Begin forwarded message:

From: Sue Breckenridge <stendhal34@gmail.com>
Date: May 9, 2017 at 12:50:28 PM CDT
To: district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com,
district2@cityofmadison.com, jsabbas12@gmail.com, dfjulian@aol.com, allalders@cityofmadison.com,
"Rummel, Marsha" <district6@cityofmadison.com>
Subject: CCOC recommendations

Dear members of the PSRC:

Please accept the recommendations of the CCOC in full, without revision. It is within your authority to issue lawful orders to the Madison Police Chief, so please use that power to make the positive changes we need to see in Madison. I don't want another one of my neighbors to die at the hands of the Madison police because of the MPD's outdated, dangerous policies.

Thank you.

Susanne Breckenridge
1338 Rutledge St
Madison, 53703

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 12:49 PM
To: Hardiman, Emily
Subject: Fwd: Common Council recommendations to Chief Koval

----- Forwarded message -----

From: **layered music** <dh@layered.org>
Date: Tue, May 9, 2017 at 12:22 PM
Subject: Common Council recommendations to Chief Koval
To: district6@cityofmadison.com, dfjulian@aol.com, district1@cityofmadison.com,
district9@cityofmadison.com, mtanglim@gmail.com, district2@cityofmadison.com, jsabbas12@gmail.com

Dear Public Safety Review Committee Members and Alder Rummel:

I wanted to write and voice my adamant support for the President's Work Group's action items, and would love to see you recommend the Common Council adopt them. I'd like to furthermore voice my own recommendation that they be passed as they now stand, without any watering down.

Paulie Heenan was a friend and colleague of mine, and his death at the hands of an officer was a wake-up call for many of us. These types of cases happen too frequently (and in Madison they happen more per capita than elsewhere), they happen far more disproportionately to people of color, they point to a systemic failure in training, approach, and accountability, and there's no reason we can't do better. We don't need to lose anyone else, and the MPD deserves better, too.

Thank you for your time.
David Henzie-Skogen
1402 Jenifer St
Madison WI 53703

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 9:54 PM
To: Hardiman, Emily
Subject: Fwd: Public Safety Review Committee

----- Forwarded message -----

From: **Z! Haukeness** <zhaukeness@gmail.com>
Date: Tue, May 9, 2017 at 4:16 PM
Subject: Public Safety Review Committee
To: dfjulian@aol.com, "Subeck, Lisa" <district1@cityofmadison.com>, district9@cityofmadison.com, Mary Anglim <mtanglim@gmail.com>, district2@cityofmadison.com, jsabbas12@gmail.com

Dear members of the Public Safety Review Committee,

I am writing to you to encourage you to pass the recommendations of the Presidents Work Group on Police and Community Relations in full without making changes that will water them down. This committee has spent months working on this project and have heard important input from the public.

It is time to take action that may feel risky, but given the dire circumstances that communities of color, low-income communities, LGBT people, and people with mental health struggles are facing we can't afford to wait. We can't afford to have another Tony Robinson or Paul Heenan. We can't afford to have another Genelle Laird, and we have a chance as a community to get more involved in these types of situations. We want the council to be able to give "Lawful Orders" as well as the other recommendations.

We have a chance to be a national leader in moving towards having more community control, input and accountability over the police and we need you to use your power and leadership to take this important step. Vote yes to pass through the full recommendations today.

Thank you,
Z! Haukeness
122 State St. #405
Madison, WI 53703

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"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small does not serve the world.

There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine, as children do. We were born to make manifest the glory of God that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others.

- Marianne Williamson

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 3:57 PM
To: Hardiman, Emily
Subject: Fwd: Support Alders in Creating Safe Police Policy

----- Forwarded message -----

From: **Angie Rehling** <arehls79@yahoo.com>
Date: Tue, May 9, 2017 at 3:37 PM
Subject: Support Alders in Creating Safe Police Policy
To: "dfjulian@aol.com" <dfjulian@aol.com>, "district1@cityofmadison.com" <district1@cityofmadison.com>, "district9@cityofmadison.com" <district9@cityofmadison.com>, "mtanglim@gmail.com" <mtanglim@gmail.com>, "district2@cityofmadison.com" <district2@cityofmadison.com>, "jsabbas12@gmail.com" <jsabbas12@gmail.com>

Dear Public Safety Review Committee Members,

I'm writing to request that you recommend the Common Council adopt the report of the President's Work Group on Police & Community Relations.

The President's Work Group did extensive research and much of the contents in their recommendations are endorsed by other law enforcement groups across the state and/or nation in addition to various advocacy groups and task forces across Dane County. It is critical that these recommendations remain as is and are not watered down as doing so will make them ineffective. The details matter so much. 2 departments can have mental health crisis deescalation programs with variations that look slight to us and those variations can and do lead to vastly different outcomes.

A city council's statutory right to issue orders to a police chief is codified in many Wisconsin city policies. Additionally, several cities require police and fire policy be approved by the City Council. Please note the handouts below.

No neighborhood in this city has been more impacted by fatal officer-involved shootings than mine. I became involved in this issue 4.5 years ago when my dear unarmed friend, Paulie Heenan, was shot and killed nearly in front of our home by PO Heimsness who has since resigned. Tony Robinson, who was also unarmed, was a dear friend of my young cousin and he too was killed a few blocks from my home. Michael Schumacher was killed literally 2 blocks down the street from where Paulie was killed. In these 3 cases, all 3 victims were incapacitated and the first officer on the scene failed to utilize their back up therefor limiting their own sense of safety and options. Every single recommendation made by the President's Work Group is relevant to these cases and could prevent future deaths under similar circumstances. These recommendations, as is, will undoubtedly increase community trust in police officers.

Since 2012, this city has paid \$6 million in settlements, greatly impacting insurance premiums for the city with one if not two more suits pending. Ashley DiPiazza's suit is going to trial on May 15th. For those that don't know, Ashley was a young woman, suicidal, crying in her room with a gun to her head. MPD officers ordered her out of her room, she opened the door with the gun to her head and officers fired 13 bullets into her, killing her. She needed time and she needed help, from multiple agencies yes but, in that moment, she needed the police to help her and they didn't. They rushed her to her death.

To fail to take action would be fiscally irresponsible but lives lost should matter to you most.

I urge you to adopt the report, with its thirteen common-sense, law-enforcement supported action items.

Sincerely,

Angela Rehling

Hardiman, Emily

From: Anglim, Mary
Sent: Tuesday, May 09, 2017 3:59 PM
To: Hardiman, Emily
Subject: Fwd: Please issue lawful orders to our chief of police

----- Forwarded message -----

From: Esty Dinur <eedinur99@gmail.com>
Date: Tue, May 9, 2017 at 3:55 PM
Subject: Please issue lawful orders to our chief of police
To: dfjulian@aol.com, district1@cityofmadison.com, district9@cityofmadison.com, mtanglim@gmail.com, district2@cityofmadison.com, jsabbas12@gmail.com

Dear Public Safety Review Committee members:

Due to a medical procedure I won't be able to come to your meeting tonight. However, I write to ask that you use your state-sanctioned power to issue lawful orders to our chief of police. The contents of these recommendations are endorsed by other law enforcement groups across the state and the nation. The City Council's right to issue orders in this way is codified in many Wisconsin city policies and some even require police policy to be approved by the City Council. Please pass the recommendations exactly as they are and do not water them down or they will be meaningless.

Thanks,

--

Esty Dinur

