

# MADISON POLICE DEPARTMENT POLICY AND PROCEDURE REVIEW

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A presentation to the Madison Common Council and  
MPD Policy & Procedures Ad Hoc Committee  
January 11, 2018



# Tonight's Presentation:

- OIR Group Report submitted on December 14, 2017
  - Internal and External MPD Dynamics
  - 146 Recommendations in response to Ad Hoc Committee 2016 RFP
- Forum for responding to Council and Committee questions



# The Process Continues...

- MPD response
- Ad Hoc Committee Findings and Recommendations
- Common Council
- Other stakeholders



# Baseline Impressions

We offer our recommendations in a spirit of respect for the many effective features of the Department, with the intent of helping MPD fully recognize its core principles and potential.

The changes we propose are both attainable and consistent with MPD's own articulated goals and values.

# The Report:

- “What are the most pressing issues facing the Madison Police Department, and which recommendations deserve the highest priority?”
  - Luis Yudice, Ad Hoc Committee Member
- “What are the set of recommendations that MPD could or should adopt right away? And are there any recommendations that would be too controversial for MPD to adopt?”
  - Mario Garcia Sierra, Ad Hoc Committee Member

# “High Priority” Issues

- MPD and “the Community”
  - Communication
  - Input
  - Responsiveness
- MPD and Critical Incidents
  - Review Process
  - Public Outreach and Feedback
- Independent Oversight

# Civilian Oversight of MPD

*“Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.”*

Recommendation 2.8

**President’s Task Force on 21<sup>st</sup> Century Policing – 2015**

# Civilian Oversight of MPD

- The role of the Police and Fire Commission
- Our recommendation as supplement, not replacement.



# Civilian Oversight of MPD

- Recommendation 146:
- Establish independent police auditor's office
  - Independent but collaborative relationship with MPD
  - Responsive to civilian police review body
    - *(Alder Skidmore, Question 4 on role of the board and interaction with PFC, etc.)*

# Civilian Oversight of MPD

- Independent police auditor's office:
  - Receive public complaints
  - Independent audits
  - Recommend systemic and policy reform

# Civilian Oversight of MPD

- Independent police auditor's office, cont'd:
  - Rollout to scene of critical incidents
  - Participate in critical incident review
  - Input on investigations and outcomes
  - Public reporting
- COST (*Luis Yudice, Question 2*)

# Our Process

- Seven week-long site visits
- Extensive document review
- Full access and cooperation from MPD
  
- Department members, public officials, community organizers and activists, Madison residents
  
- Civilian MPD personnel? (*Alder Bidar-Sielaff, Question 1*)
  
- Citizen outreach? (*Alder Skidmore, Question 1*)

# Key Themes from our Review

- Many excellent qualities and a talented workforce, in tension with a resistance to criticism and gaps in self-critique
  - *(Alder Skidmore, Question 6)*
- “Are we who we say we are?”
  - *(Alder Kemble, Question 4 re rhetoric, Diversity & Inclusion team)*
  - *(Alder Kemble, Question 5 re experiences of officers of color, etc.)*

# The Recommendations: 5 Categories

- Reinforcement of Effective MPD Practices
- Efforts to Enhance Community Engagement
- Efforts to Strengthen MPD Internal Review Mechanisms
- Recommendations on Evolving Topics
- Recommendations Directed at Other Stakeholders

# The Recommendations: 5 Categories

- *Reinforcement of Effective MPD Practices*
- Efforts to Enhance Community Engagement
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# Effective MPD Practices

- Collaborative programs to address systemic inequity
  - Municipal Court Diversion Program and other forms of “restorative justice”  
*(Alder Kemble, Question 1)*



# Effective MPD Practices

- History of Problem-Oriented and Community Policing Initiatives
  - Specialized Programs and Teams
    - Neighborhood Officers
    - CORE (*Alder Kemble, Question 2*)
    - Mental Health Team
  - Recs 38-40, 45-47, 60, 66, 83, 105: Need to better track, evaluate and incentivize activities of officers, including specialized officers

# The Recommendations: 5 Categories

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- *Efforts to Enhance Community Engagement*
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# Efforts to Enhance Community Engagement

- Improving Communications
  - Recs 42, 52, 59
  - Inform public about the work of its officers and specialized teams
- Expand Captain's Advisory Groups
  - *Alder Skidmore, Question 3 re "community control"*

# Efforts to Enhance Community Engagement

- Engage Public in Policy Development
  - Recs 1, 10, 88
- Engage Public in Selection and Evaluation of Officers
  - Recs 16, 17, 29, 30, 36, 41, 114

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# Internal Review Mechanisms: Critical Incident Response

- Engage with Community after Officer-Involved Shootings and other Critical Incidents
  - Recommendations 13 and 14
  - Willingness to discuss incident, including performance issues

# Internal Review Mechanisms: Critical Incident Response

- Conduct thorough and timely administrative investigation
  - Recommendations 68 – 74 (*Alder Kemble, Question 3 re Admin interview process*) (*Alder Zellers, Question 1 re time delay issues*)
- Develop a Robust Review Process
  - Recommendation 75
- Corrective Action Plan following litigation
  - Recommendation 76

# Internal Review Mechanisms: Reviewing Uses of Force

- Recommendations 79 – 82
- Establish investigative protocols
- More robust evaluation of force by supervisors
- Convene a roundtable group to identify tactical, training, supervision, or equipment issues to determine appropriate remedial measures



# Internal Review Mechanisms: Force Policy & Development

- “De-escalation” and other topics
  - *(Alder Zellers Questions 2, 3, and 4 re force issues)*

# Internal Review Mechanisms: MPD Data Collection and Analysis

- Alder Ahrens, Question 1
  - Arrests
  - Use of Force
  - Personnel Evaluation
  - Fiscal Accounting

# Internal Review Mechanisms: Discipline Outcomes

- Sergeants and Representation (*Alder Kemble, Question 6 re effects on supervision and accountability*)
- Discipline for civilian vs. sworn staff (*Alder Kemble, Question 7*)
- Effects on the discipline process of current system (*Alder Kemble, Question 8 re disciplinary outcomes*)

# The Recommendations: 5 Categories

- Reinforcement of Effective MPD Practices
- Efforts to Enhance Community Engagement
- Efforts to Strengthen MPD Internal Review Mechanisms
- *Recommendations on Evolving Topics*
- Recommendations Directed at Other Stakeholders

# Recommendations on Evolving Topics: Body-Worn Cameras

- Recommendations 135 – 139
  - *Alder Skidmore, Question 5*
- Building Consensus and Developing Policy Prior to Implementation
- State Legislation on Transparency
- Regular Evaluation and Review

# Recommendations on Evolving Topics: Staffing

- MPD Staffing and Community Impacts
  - *Alder Baldeh, Question 1*
- Our Report and implications for MPD staffing issues
  - *Alder Skidmore, Question 2; Alder Baldeh, Question 2*

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- Recommendations on Evolving Topics
- *Recommendations Directed at Other Stakeholders*

# Recommendations Directed at Other Stakeholders

- Managing Officer Assignments
  - Negotiation with officers' union required
  - Recommendations 56, 104
- Improve coordination with Dane County 911 on critical incident review and training
  - Recommendations 109 – 111



# Recommendations Directed at Other Stakeholders:

## Civilian Oversight of MPD

- Recommendations 140 – 145
- Selecting, evaluating, and investigating the Chief of Police
- Community complaints to PFC referred to hearing officers

# Going Forward...

- “What system should be implemented to measure MPD’s progress?”
  - Mario Garcia Sierra, Ad Hoc Committee

# Additional Questions and Discussion



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GROUP

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