

| Recommendation | Substance of Recommendation                                                                                                               | MPD                                                                                                                                                                    | MPPOA | City Atty | Dis-agreement |
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| 1              | Consider the OIR Report while creating Strategic Plan                                                                                     | Generally agree, but may be constrained by resource limitations.                                                                                                       |       |           |               |
| 2              | Continue collaborative programs that address systemic inequity, like the "unpaid Ticket Resolution Days."                                 | Disagree with continuing "unpaid Ticket Resolution Days."                                                                                                              |       | Opposes   | X             |
| 3              | Commit to a re-energized Racial Disparity Impact Committee and provide incentives and continued organizational support for participation. | MPD is committed to the goals of the Racial Disparity Impact Committee.                                                                                                |       |           |               |
| 4              | MPD should enhance its structural and philosophical commitment of the Judgment Under the Radar program.                                   | MPD is strongly supportive.                                                                                                                                            |       |           |               |
| 5              | Should Judgment Under the Radar presentations re bias receive negative reactions, MPD should assess where it is coming from.              | MPD routinely seeks input/feedback on all training.                                                                                                                    |       |           |               |
| 6              | City should provide a translation function for its website.                                                                               | MPD strongly supports full accessibility to the website. The Common Council in 2016 passed a resolution prohibiting automated translation. <sup>1</sup>                |       |           |               |
| 7              | CORE Team should provide rigorous analysis & assessment of individual initiatives.                                                        | MPD agrees that CORE Team should have increased responsibility for oversight. However, quantifying and evaluating community outreach efforts is difficult, and MPD has |       |           |               |

<sup>1</sup> While the Council prohibits automated translation, website translation is incorporated into Madison's Department of Civil Rights draft Language Access Plan.

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|    |                                                                                                                                                                                                                     | limited capacity for complex social science analysis. <sup>2</sup>                                                                                                                         |  |  |                                 |
| 8  | MPD should support officer-driven outreach efforts within specific communities, such as Amigos en Azul.                                                                                                             | MPD strongly supports. <sup>3</sup>                                                                                                                                                        |  |  |                                 |
| 9  | MPD and the City should discuss the most efficacious way to analyze the demographic data currently being collected on arrests, summons, and use of force.                                                           | MPD supports this concept and is making efforts toward this end. <sup>4</sup>                                                                                                              |  |  |                                 |
| 10 | MPD should consider implementing 21 <sup>st</sup> Century Policing recommendation to make all department policies available for public review.                                                                      | While most SOPs are already posted, a few are not. MPD will review the few that are not to determine if they should be posted, but MPD has not at least yet made a commitment to post all. |  |  | X                               |
| 11 | MPD should dialogue with criminal justice partners to determine whether restorative justice programs can be extended to incidents that do not attract high levels of media attention.                               | MPD is currently reviewing the Community Restorative Court project.                                                                                                                        |  |  | No firm position expressed yet. |
| 12 | MPD should continue to participate in community-initiated events.                                                                                                                                                   | Agreed.                                                                                                                                                                                    |  |  |                                 |
| 13 | MPD should conduct town halls and listening sessions after all critical incidents. In the first few days after an incident, MPD should be empathetic, listen to concerns, and explain the process. At conclusion of | MPD supports these concepts, but with reservations. State law now requires MPD to be a spectator in early stages of investigations. Sharing details of the incident                        |  |  | Mixed                           |

<sup>2</sup> MPD has requested additional information from OIR about how to do this.

<sup>3</sup> MPD believes that expanding these efforts may require additional resources.

<sup>4</sup> MPD believes that expanding these efforts may require additional resources.

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|    | investigation, MPD should provide a public debriefing.                                                                                        | early in the process serves the goal of communicating with the public, but can undermine the integrity of the investigation. In the immediate aftermath, a public meeting might create more community frustration, because MPD won't be able to release any info. After the investigation, MPD will continue to hold public listening sessions. |  |  |   |
| 14 | MPD should engage with community about controversial events, including officer conduct that does not reflect core values or best performance. | MPD agrees.                                                                                                                                                                                                                                                                                                                                     |  |  |   |
| 15 | MPD should relax its uniform requirement at appropriate community events.                                                                     | MPD believes officers must be prepared to take police action whenever on duty.                                                                                                                                                                                                                                                                  |  |  | X |
| 16 | MPD should find new ways to solicit and encourage feedback about performance from the community.                                              | MPD is in full agreement. <sup>5</sup>                                                                                                                                                                                                                                                                                                          |  |  |   |
| 17 | MPD should devise a feedback loop for its criminal justice partners about officer and Department performance.                                 | MPD already regularly receives input and feedback, but "[f]ormalizing a feedback process would be a challenging effort, requiring participation by outside agencies who are generally already overworked.                                                                                                                                       |  |  | X |

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<sup>5</sup> MPD believes that expanding these efforts may require additional resources.

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| 18 | MPD should revise policy discouraging use of family, friends, or bystanders as translators, except in exigent circumstances. Non-availability of other resources should be documented in each case. | MPD is committed to providing translation services. In 2017, Madison's Dept. of Civil Rights released draft Language Access Plan for all City agencies. |  |                                                         | MPD is following city plan. |
| 19 | MPD should devise policy to instruct officers not to use social workers to provide translations unless there is a pre-existing understanding with the agency.                                       | MPD will review this recommendation in the context of the City's Language Access Plan.                                                                  |  |                                                         | MPD is following city plan. |
| 20 | MPD should incentive bilingual officers to assist in providing translation in the field by, among other things, providing a pay differential.                                                       | The City's Language Access Plan is exploring this for all City employees.                                                                               |  | This recommendation is subject to collective bargaining | MPD is following city plan. |
| 21 | MPD should audit its officers' use of the City's telephonic translator program to gauge its effectiveness.                                                                                          | MPD will continue to explore ways to provide this service and evaluate its effectiveness, in conjunction with the Dept. of Civil Rights.                |  |                                                         |                             |
| 22 | MPD should continue to expand local Captain's Advisory Groups.                                                                                                                                      | MPD supports the concept of district advisory groups. <sup>6</sup>                                                                                      |  |                                                         |                             |
| 23 | MPD should continue to dialogue with City's Rapid Response Team to develop trust and provide additional services to major crime victims.                                                            | MPD remains committed to maintaining a positive and cooperative working relationship with crime victims.                                                |  |                                                         |                             |
| 24 | MPD should conduct random reviews of footage to evaluate officer performance.                                                                                                                       | MPD supports this in concept. <sup>7</sup>                                                                                                              |  |                                                         |                             |
| 25 | MPD should train detectives and officers in the use of                                                                                                                                              | MPD will explore the possibility of providing                                                                                                           |  |                                                         | MPD will explore this.      |

<sup>6</sup> MPD believes that expanding these efforts may require additional resources.

<sup>7</sup> MPD believes that expanding these efforts may require additional resources. MPD requested examples from OIR.

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|    | trauma-informed interviewing skills.                                                                                                                                                                           | this training to all sworn personnel; it will be dependent on availability of qualified trainers, the cost of training, and balancing of competing training needs. "This topic will be added to MPD's list of future training priorities.               |  |                                                         |  |
| 26 | MPD should explore Scotland's de-escalation methods and the UK's national decision-making model.                                                                                                               | "Training staff can review the Scotland and United Kingdom models and evaluate whether any individual aspects should be incorporated into MPD training. It is neither appropriate nor practical to consider full implementation of the models, however. |  |                                                         |  |
| 27 | MPD should consider and review the Special Community/Police Task for Recommendations to further integrate them into MPD culture, and to embrace the spirit and underlying rationale with which they were made. | "MPD agrees."                                                                                                                                                                                                                                           |  |                                                         |  |
| 28 | MPD should work with city & county to recognize crime as a danger to public health and to develop strategies for prevention & remediation consistent with the model.                                           | "MPD agrees."                                                                                                                                                                                                                                           |  |                                                         |  |
| 29 | MPD should develop formal mechanisms to bring a broader group of community stakeholders into the selection process for special assignments.                                                                    | "MPD is committed to involving community members," but formalizing the process raises two issues: (1) availability or applicability of                                                                                                                  |  | This recommendation is subject to collective bargaining |  |

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|    |                                                                                                                                                                                 | community involvement; and (2) where a clear constituency exists, “there is no guarantee that we can identify a member of the public interested and able to participate.” |  |  |   |
| 30 | MPD should routinely seek input from community stakeholders and professionals regarding performance of officers assigned to specialized units.                                  | MPD does receive feedback from external stakeholders, but formalizing this process could be problematic.                                                                  |  |  | X |
| 31 | Each specialized MPD unit should devise a mission statement.                                                                                                                    | Most units/teams already have them, but MPD will explore this further and post specialized unit/assignment mission statements.                                            |  |  |   |
| 32 | With stakeholder input, MPD should devise a media release policy about when arrests of persons will be proactively released.                                                    | MPD has an SOP on News Media Relations, but agrees that some additional language would improve consistency.                                                               |  |  |   |
| 33 | In publishing information about “shots fired” calls, MPD should include whether the call led to an arrest, revealed corroborating information, or had no further corroboration. | MPD disagrees with the premise that uncorroborated reports of shots fire are included in data released by MPD.                                                            |  |  | X |
| 34 | MPD should consider resource neutral ways to supplement staffing its facilities so they can be open for public access for longer hours.                                         | While MPD would like to extend its hours, “there is no ‘resource neutral’ way to accomplish this.                                                                         |  |  | X |
| 35 | MPD should dialogue with the City & UW Law School to                                                                                                                            | MPD supports this, and each year hosts more                                                                                                                               |  |  |   |

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|    | identify ways that law students can be reintegrated into the Department's learning & problem-solving functions.                                          | than 30 interns from undergraduate programs.                                                                                                                                                                                                                               |  |  |                               |
| 36 | In selecting neighborhood officers, MPD should broaden its selection process to include City and community stakeholders.                                 | "MPD is committed to this concept."                                                                                                                                                                                                                                        |  |  |                               |
| 37 | MPD should ensure an effective transition between outgoing and newly assigned neighborhood officers.                                                     | Cross training with outgoing officers will be formalized.                                                                                                                                                                                                                  |  |  |                               |
| 38 | MPD should have its Neighborhood Officers (and all specialized officers) prepare daily activity logs.                                                    | While PD has made efforts to quantify work done by some non-patrol units, MPD will explore ways to capture work that non-patrol units do, but believes that "requiring daily logs of all non-patrol officers is an ineffective and inefficient way to do so." <sup>8</sup> |  |  | X                             |
| 39 | To obtain an evidence-based understanding of patrol officers' problem-oriented activities, MPD should institute daily activity logs for patrol officers. | "We are not aware of departments of our size or with our workload who have all officers complete daily logs. Nor are we aware of any evidence that daily logs lead to improved officer performance or public safety outcomes." <sup>9</sup>                                |  |  | X                             |
| 40 | MPD should develop evaluative metrics consistent with the stated                                                                                         | MPD will continue to have neighborhood officers complete                                                                                                                                                                                                                   |  |  | MPD needs additional informa- |

<sup>8</sup> MPD has asked OIR to provide examples of agencies using daily logs in an effective way.

<sup>9</sup> MPD has asked OIR to provide additional information on this.

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|    | mission of neighborhood officers and prepare at least annual performance evaluations based on those metrics.                                                                     | annual reports and to assess neighborhoods on an annual basis. <sup>10</sup>                                         |  |  | tion from OIR |
| 41 | MPD should regularly seek input from City and community stakeholders in evaluating performance of Neighborhood Officers on at least an annual basis                              | MPD does receive feedback from external stakeholders, but formalizing this process could be problematic.             |  |  | X             |
| 42 | MPD should devise ways to publicize community policing activities.                                                                                                               | MPD “recognizes the importance of publicizing this type of activity.”                                                |  |  |               |
| 43 | MPD’s executive leadership should pursue ways to utilize its neighborhood officers in developing, facilitating, and measuring specific problem-oriented policing projects.       | “MPD is committed to the problem solving process.”                                                                   |  |  |               |
| 44 | MPD should commit to a new collaborative engagement with the City’s Neighborhood Resource Teams in establishing new goals and performance measure for proactive problem solving. | MPD will continue to engage in the future.                                                                           |  |  |               |
| 45 | For field assignments, MPD should find ways to use officers who practice problem-oriented policing, such as modeling, training, etc.                                             | “MPD is committed to this concept.”                                                                                  |  |  |               |
| 46 | MPD should evaluate the substantive work of its Community Policing Teams, and consider changing their names to better reflect their work.                                        | MPD disagrees with OIR’s suggestion that much of the work of the Community Policing Teams is not community policing. |  |  | X             |

<sup>10</sup> MPD has asked OIR to provide examples of agencies that have established these types of measures.



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| 47 | MPD should have the CPT officers prepare daily logs of their activity.                                                                         | MPD does collect data on CPT activity. It appears to disagree with the idea of daily logs, however.                                                                       |  |  | X |
| 48 | MPD should regularly review activity of EROs to ensure appropriate balance between prevention, problem-oriented policy, and enforcement        | MPD already does this.                                                                                                                                                    |  |  |   |
| 49 | MPD should work with school administrators to ensure congruity of purpose re mission and responsibility of EROS in the school setting.         | MPD does this.                                                                                                                                                            |  |  |   |
| 50 | In selecting EROs, MPD should include faculty, juvenile justice partners, and student leaders in the selection process.                        | MPD already includes school district leadership in the selection process, and is "willing to explore ways to expand participation in conjunction with MMSD. <sup>11</sup> |  |  |   |
| 51 | MPD should regularly seek input from school stakeholders and juvenile justice partners in performance of its EROS on at least an annual basis. | MPD does receive feedback from external stakeholders, but formalizing this process could be problematic.                                                                  |  |  | X |
| 52 | MPD should collaborate with the school district to communicate with the public the range of services it provides in each high school.          | EROs already make their annual reports available to the public. "We also support exploring other ways to share ERO activities with the public.                            |  |  |   |
| 53 | MPD should closely review arrest and citations issued by EROs to ensure                                                                        | "MPD is committed to this."                                                                                                                                               |  |  |   |

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<sup>11</sup> MPD says any formal changes in the selection process are a subject for collective bargaining.

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|    | appropriate use of discretion and avoidance of unnecessarily entering juveniles into the criminal justice system.                                                                                                            |                                                                                                                                                                                                           |  |                                                         |   |
| 54 | MPD should develop a Field Training Officer program for its newly assigned EROs to foster transfer of skills and orientation of high functioning outgoing officers.                                                          | MPD already does much of this. "We recognize that this process could be formalized somewhat and will move forward with doing so."                                                                         |  |                                                         |   |
| 55 | MPD should consider specialized training for its EROs in the arena of dealing with students who have identified behavioral/emotional issues.                                                                                 | "MPD is committed to this." <sup>12</sup>                                                                                                                                                                 |  |                                                         |   |
| 56 | City should work with Police Officers' Ass'n to amend current contract so that EROs (and other specialized officers) who have established effective working relationships in their assignments can remain beyond five years. | It appears that MPD opposes this because term limits ensure turnover and create opportunities for all officers, and spread high-performers across multiple important assignments.                         |  | This recommendation is subject to collective bargaining | X |
| 57 | MPD should consider moving to a "soft" alternative uniform for EROs, as a means of reinforcing the unique mission of these officers in the school setting.                                                                   | "The 'soft' uniform can adversely impact the ERO's ability to respond effectively [to disturbances and confrontations] or be identified as an officer while doing so."                                    |  |                                                         | X |
| 58 | The Mental Health Team should develop guidelines or protocols for periodically reviewing mental health safety bulletins and associated alerts to assess whether they should be amended or purged from the system.            | As public records, these documents cannot be purged until a set number of years has elapsed. "The mental health team will review the process to ensure that the alert expirations are set appropriately." |  |                                                         |   |

<sup>12</sup> MPD believes this type of training is dependent on the availability of funding.

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| 59 | MPD should communicate with the public regularly about activities of its Mental Health Team by, among other methods, including a sample narrative of the team's activities in the daily crime blog.                            | "[W]e fully support the concept of communicating the team's good work to the public."                                                                                                                |  |  |   |
| 60 | MPD should devise methods to fully document the daily activity of MHOs.                                                                                                                                                        | "MPD is committed to reasonable efforts to capture data and demonstrate the work done by non-patrol personnel."                                                                                      |  |  |   |
| 61 | MPD should quickly fill the position of Mental Health Team sergeant and maintain funding for this position.                                                                                                                    | "MPD has recognized this as a priority for several years, but previous attempts to secure funding through the budget process were unsuccessful." The 2018 budget should accomplish this in mid-2018. |  |  |   |
| 62 | MPD should continue to integrate use of force training scenarios with scenarios involving someone in a mental health crisis.                                                                                                   | "MPD is committed to providing this type of realistic training."                                                                                                                                     |  |  |   |
| 63 | MPD should cross-train patrol tactics and force instructors to also run an debrief mental health crisis scenarios to strengthen the Dept's message about the importance of de-escalation.                                      | "MPD supports this concept and has made efforts to implement this structure already."                                                                                                                |  |  |   |
| 64 | MPD should amend its Mental Health SOP by breaking it into separate policies that would address separate topics, and would specifically include the tactical principles the Dep't trains and expects its officers to employ in | MPD believes having the mental health SOPs in one document makes it easier for officers to find the appropriate SOP. (MPD does agree, however, to remove the term "abnormal behavior" from the SOP.) |  |  | X |

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|    | situations involving individuals in mental health crisis.                                                                                                                                                                                 |                                                                                                                                                                                                                                                                 |  |                                                                                          |   |
| 65 | MPD should look for innovative ways to fill the critical gaps in its efforts to collect data on mental health contacts with police.                                                                                                       | MPD appreciates the need for quality data and "will continue to evaluate data points relevant to mental health issues and ways to collect and capture them.                                                                                                     |  |                                                                                          |   |
| 66 | The MPD Mental Health Team should develop a set of clearly defined performance measure that can be consistently tracked and monitored to provide benchmarks for how the Dep't and community define success for the mental health program. | The issue of mental health crises "goes far beyond something that the police can remedy. So, while it is appropriate to explore measure that evaluate the Mental Health Team, community progress on the overall issue requires effort from other stakeholders." |  |                                                                                          | X |
| 67 | The MPD Mental Health Team should work to integrate its volunteer assistants w/Dep't resources in a way that provides consistency in data gathering and analysis tasks.                                                                   | MPD supports collecting and analyzing data, and is open to additional volunteer support from researchers to assist with data analysis.                                                                                                                          |  |                                                                                          |   |
| 68 | MPD should clarify its officer-involved critical incident SOP to ensure that, absent extraordinary circumstances, investigators should obtain a statement from involved and witness officers prior to release from shift.                 | MPD believe that allowing 24-72 hours before taking a statement is consistent with best practices for a variety of reasons.                                                                                                                                     |  | This recommendation might have an adverse impact on any potential criminal investigation | X |
| 69 | MPD should clarify its SOP on officer-involved deaths                                                                                                                                                                                     | "MPD's view is largely in alignment with that of OIR." <sup>13</sup>                                                                                                                                                                                            |  | The City Attorney disagrees                                                              | X |

<sup>13</sup> OIR and MPD may not be in full agreement on this, however, as MPD's new SOP adopted in 2017 provides some exceptions to the principle. It provides, first, that "officers involved in an OICI will be asked to provide an initial statement without viewing video, have an opportunity to view video (if any exists) and then the interview will continue to allow for

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|    | and other critical incidents to ensure that investigators obtain a statement from involved and witness officers prior to providing the officers opportunity to review any recording of the incident.                                             |                                                                                                                                               |  | with this recommendation, because MPD does not control the investigation. |   |
| 70 | MPD should review DCI protocols regarding contact with family members after an officer-involved shooting and integrate them into its own officer-involved critical incident protocols                                                            | MPD agrees.                                                                                                                                   |  |                                                                           |   |
| 71 | Consider using the Rapid Response Team as a resource in the specific context of interacting with family members after an officer-involved shooting.                                                                                              | MPD is willing to explore this option, if the Rapid Response Team is willing to do so.                                                        |  |                                                                           |   |
| 72 | MPD should create guidelines within its officer-involved critical incident SOP to address the concerns of witnesses to the incident.                                                                                                             | MPD is unaware of any need for this.                                                                                                          |  |                                                                           | X |
| 73 | MPD should automatically conduct an administrative investigation of all officer-involved shootings and other critical incidents separate from any criminal investigation, including, at a minimum re-interviewing involved and witness officers. | MPD is willing to re-interview witnesses only if the DCI criminal investigation does not fully address compliance with all relevant MDS SOPs. |  |                                                                           | X |
| 74 | If the criminal investigation has not obtained a full account of the observations of the on-scene emergency medical providers, MPD                                                                                                               | MPD agrees.                                                                                                                                   |  |                                                                           |   |

additional discussion (with the benefit of having viewed the video.” It provides, second, “for deviation at the discretion of the OICI commander for one simple reason: these remain voluntary interviews.”

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|    | should interview them as part of the administrative investigation.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                 |  |                                                                                                                                                                                                                                            |                    |
| 75 | MPD should develop a robust review process after a critical incident that examines the incident through the lenses of performance, training, supervision, equipment and accountability. The review process should consider pre-incident decision making and tactics, the use of force, and post-incident response, including the provision of medical care and communication with family members. The review process should include development of a corrective remedial plan designed to address any issues identified. | MPD supports this recommendation in concept, but believes the recommended timing is unworkable. |  | The MPD's PS&IA does this already.                                                                                                                                                                                                         | Partial agreement. |
| 76 | After a civil judgment or significant settlement, the Dep't and its attorneys should convene a meeting intended to holistically review the incident and any insight learned from the litigation process itself, and should devise a public corrective action plan that addresses any policy, performance, training, supervision, investigative, and equipment issues identified during the course of the litigation.                                                                                                     | "MPD supports this concept."                                                                    |  | The City Attorney's Office and MPD command staff already do this. Just because there has been a judgment does not mean there needs to be a corrective action plan. The City Attorney will not be convening a public meeting to discuss the | X                  |

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|    |                                                                                                                                                                                       |                    |  | specifics of<br>any case.   |  |
| 77 | The City should have regular dialogue with its police liability insurer to examine what risk management initiatives might result in lower premiums or could be funded by the insurer. | MPD supports this. |  | The City already does this. |  |