

Recommendation #X:

The CORE Team should take advantage of its centralized role in sponsoring and monitoring MPD outreach, and should work to provide rigorous analysis of individual initiatives as to their relative impact and effectiveness. [OIR Report #7]

Discussion: By virtue of its role and attendant resource dedication, MPD's Community Outreach and Resource Education (CORE) team has become an MPD "clearing house" and facilitator for a variety of community outreach events in which it seeks to involve as many Department members as possible. It serves as a resource for the individual districts in a variety of ways. Importantly, the CORE Team has also taken on the task of tracking community outreach activities MPD-wide and keeps a database that can assist in measuring the resource dedication and initial results. It is important to document non-traditional and proactive engagement that helps advance the Department's law enforcement philosophy. While the CORE Team's initial efforts understandably have been directed at simply collecting all the different activities into one place, their ultimate goal should be to find more advanced ways of acquiring data that could help with analysis and evaluation. In its Response to the OIR Report, MPD agrees that the CORE Team should have increased responsibility for oversight, but also notes that quantifying and evaluating community outreach efforts is difficult, and that MPD has limited capacity for complex social science analysis without additional resources. In its supplementary report, OIR advises, "[F]or further technical assistance on measuring community policing efforts, we urge as a first step that the Department consult with Professor Herman Goldstein, a pioneer of community policing, on ways to devise effective metrics. We also refer the Department to Professor Geoffrey P. Alpert's article 'Effective Community Policing Performance Measures' and recommend talking with him about his subsequent work identifying community policing performance measures." In its updated response to the OIR report, MPD states that the CORE Team "has started analyzing long-term effectiveness of outreach efforts through the use of pre- and post-engagement surveys with participants and staff," and that it is "continuing to explore sources of external support for assistance in data collection and analysis."

Recommendation #X:

MPD should work to effectively support and incorporate officer-driven outreach efforts within specific communities, such as Amigos en Azul, into its larger community policing strategies. [OIR Report #8]

Discussion: OIR notes that, as important and positive as the CORE Team has been, smaller individual initiatives have also been a strong asset for the Department. One of these, which began in 2004, is an officer-initiated effort to provide outreach to Latino youth. MPD reports that it "strongly supports officer-driven community outreach efforts (like Amigos en Azul)." The CORE Team has teamed successfully with Amigos en Azul and other groups. But that support may not be sufficient; MPD should continue to evaluate whether other resources can be devoted to ensuring that Amigos en Azul's track record of commitment can be used to their fullest advantage without disturbing the spirit of volunteerism and caring that has fueled their efforts for over a decade. While programs naturally continue to evolve in response to changing needs, the positive energy that has characterized Amigos en Azul should continue to receive support within the MPD organizational plan. MPD notes in its Response to the OIR Report that this may require additional resources.

Recommendation #X:

MPD and the City should discuss the most efficacious way to analyze the demographic data regularly being collected on arrests, summonses, and use of force. [OIR Report #9]

Discussion: President Obama's Task Force on 21st Century Policing highlighted the importance of internal collection and promulgation of demographic data regarding police activity. OIR noted that, to its credit, consistent with this recommendation, MPD began placing data about stops, summonses, arrests, reported crime, personnel, and use of force, with demographic breakdowns, on its website in 2016. In addition, except for use of force data, MPD's annual report publishes aggregate data broken down by demographics for the previous year. However, OIR noted that they were not aware of any proactive internal or external analysis of the data. The availability of the data presents an opportunity to learn whether any of the initiatives launched countywide or by MPD specifically

has impacted disparity in any specific way. Moreover, because the data now collected and disseminated by MPD is so granular, statistical analysis could be undertaken to, for example, compare discretionary arrests to other types of arrests to see if there are significant differences in disparate impact or whether the margin holds true across all types of arrests. Regular and ongoing analysis of this data to gain further insight is an important next step that the Department should pursue. MPD notes in its Response to the OIR Report that it supports this concept, but that expanding these efforts may take additional resources. It also notes that the City has already taken steps to acquire some of these additional resources, as the City was awarded a technical assistance grant in 2017 from the National League of Cities to complete an analysis of arrest data.

Recommendation #X:

MPD should continue to constructively engage with its community by increasing its emphasis on participating in community-initiated events. [OIR Report #12]

Discussion: The Department has repeatedly stated its deep commitment to community outreach and effective collaboration. The Chief himself has been notably dedicated and energetic about representing the Department and actively participating in the life of the city. In our view, a commitment to genuine and multi-faceted feedback from all voices in Madison, even overtly critical ones, is central to this task. Community policing initiatives are premised on the dual notions of relationship-building and grassroots feedback from individual neighborhoods. A potential flaw in MPD's current model of engagement is the extent to which it is dictated by the Department. MPD might benefit from participating in and supporting more events promoted by the community.

Recommendation #X:

MPD should seek to engage with its community regarding controversial events, including officer conduct that does not reflect its core values or best performance. [OIR Report #14]

Discussion: MPD informed the Committee that it agrees with this concept. The Committee is encouraged by this response, hopes that the MPD will expand its efforts at community engagement beyond even the current commitment level, and believes this would have a beneficial impact. As OIR noted:

[A] commitment to genuine and multi-faceted feedback from all voices in Madison – even overtly critical ones – is central to this task.... [W]e were ... told that MPD's willingness to 'engage' tends to have significant boundaries, particularly when it comes to talking about difficult or controversial matters with its concerned communities.... When controversial incidents arise, 'community listening sessions' are not typically organized to provide an outlet for resident's concerns or to offer such information and insight as is available. Nor does the Department avail itself of opportunities to reach out when investigations are complete, and to give an accounting of its internal adjustments while gauging public sentiment.... Meeting on level ground with residents and potential critics – especially when the Department has not performed at its highest level – is undoubtedly a difficult thing. But the ability to acknowledge shortcomings, provide useful and even sensitive information, and listen openly to the negative feelings of those who feel outrage or disappointment, is also a potential source of connection and increased trust. Nor should frustration with Department's harshest critics preclude or impede outreach with other concerned segments of the public; in fact it is the responsibility of law enforcement leadership to continue to engage with all, no matter how fierce the criticism may be.

Recommendation #X:

MPD should devise additional ways to solicit and encourage feedback from all of its communities regarding the performance of the Department. [OIR Report #16]

Discussion: MPD indicates that it "is in full agreement with this recommendation and has been exploring ways to more directly receive feedback on individual officers and the department." MPD's current use of surveys provides

some useful feedback, but the results are not inclusive. Response rates from some districts and communities, such as Black and other minority residents, are low. There are a variety of new approaches for obtaining feedback and data on performance that agencies around the country are using and that could prove useful in Madison, such as “text messaging-based” approaches and short surveys sent electronically to individuals whose contact information is in a police report (reporting parties, witnesses, victims, and even arrestees). MPD notes that formalizing such plans—such as by surveying all individuals who have encountered MPD officers—will require additional funding.

Recommendation #X:

MPD should devise ways to incentivize its bilingual officers to assist in providing translation assistance in the field, including consideration of adopting a pay differential. [OIR report #20]

Discussion: Currently, MPD officers with some bilingual skills are reluctant to provide translation services. The current policy notes that the creation of a list of authorized/qualified MPD officers as interpreters awaits a study of the operating cost of testing officers. We encourage MPD to consider implementing a small pay differential for officers with language proficiency skills so that they can be incentivized to contribute their language skills to public/police encounters. MPD notes in its Response to the OIR Report that the City’s Language Access Plan will govern this arrangement, while the City Attorney’s Office notes this arrangement would be subject to collective bargaining, and the Madison Professional Police Officers Association (MPPOA) says it supports it.

Recommendation #X:

MPD should audit its officers’ use of the City’s telephonic translator program to gauge its level of effectiveness for police matters, and make suggestions for reform as needed. [OIR Report #21]

Discussion: OIR notes: “[W]hile the City has a telephonic translator service that is available to MPD, we have been informed that the service is not particularly helpful in dealing with police/civilian encounters, particularly in the field. It would be beneficial for MPD to collect more data on the use (or non-use) of the service so that it might be reimagined and improved upon.” MPD notes in its Response to the OIR Report that it will work on this in conjunction with the Department of Civil Rights.

Recommendation #X:

MPD should continue to expand its efforts to create local Captain’s Advisory Groups. [OIR Report #22]

Discussion: One way for the Department to cultivate constructive relationships and garner helpful input is through community advisory groups. Recently, pursuant to a federal grant awarded in 2017, MPD sought out representatives of impacted communities of color to form a neighborhood-based, “grass roots” Captain’s Advisory Group in the South District. The funding allowed MPD to work with three community partners (Centro Hispano, Nehemiah Center for Urban Leadership Development, and the Bayview Foundation) to this end, in a pilot program. The philosophy behind this group is to confer with individuals outside the Department who have knowledge, ideas, and peer credibility that are unique and potentially invaluable as an asset to the district, and to defer to their knowledge. Ideally the still-new program will continue to develop and will aid the Department in identifying priorities and strategies for best meeting the public safety needs of area residents. MPD notes that a robust and inclusive process may require additional funding. More recently, in its November 2018 update, MPD noted that “all districts other than Midtown have implemented groups similar to the Captain’s Advisory Group piloted by the South District. The exact format and membership varies somewhat, in order to meet the particular needs of the individual district.”

Recommendation #X:

MPD should continue to dialogue with the City’s Rapid Response Team to further develop a productive working relationship, and to assist in the Team’s overarching objective of enhancing trust and providing additional services to the community victimized by a major crime. [OIR Report #23]

Discussion: The “Rapid Response Team” was developed by the Mayor’s Office in an effort to better understand and more effectively address retaliatory or interrelated shootings in the City by looking for ways to alleviate root causes and harms, and to cultivate the kind of cooperation that could help with investigation and future prevention. This has proven a very promising approach and has continued to evolve. At its core, the initial idea was to draw on the credibility and personal insight of a group of prominent leaders and organizers from the African-American community who were becoming directly involved in the immediate response to violent crimes in the streets. The City identified effective contributors to the Team, with MPD participating and also working directly with the Focused Interruption Coalition on relationship building and protocol development. Positive individual experiences showed the program’s potential and, per the MPD updated response to the OIR report, initial meetings identified the following needs:

- Identify and work with individuals and families who are at risk for future violence or those who have been involved in violence through multi-disciplinary teams that can offer services and assistance in an effort to interrupt violence and retaliation.
- Funding requests to support a peer support violence interruption program that included direct funding requests for emergency needs. This program would consist of peer support and resources for those impacted by the violence.

In 2018, the Rapid Response Team evolved into the Community Safety Intervention Team (CSIT) and worked on developing a cohesive multi-agency response to critical incidents. MPD notes, the resulting “Community Incident Response Protocol is in use and continues to be refined in partnership with MPD, FIC [Focused Interruption Coalition], MMSD [Madison Metropolitan School District], UW Health, DA Crime Response, Joining Forces for Families, Public Health Madison and Dane County, DCHS’s [Dane County Human Services] Neighborhood Intervention Program and the Mayor’s office. In 2019, the Community Safety Intervention Team will shift focus from violence response to violence prevention.” The City deserves credit for its effort to devise a more holistic response to major crimes, as does the MPD for working with the initiative. The program shows that such collaborations can assist with crime solving and prevention, while enhancing community trust and providing meaningful assistance to the victims of crime.