

Review of MPD's 5 Year Strategic Plan

MPD's 5 Year Strategic Plan has 61 action items while the ad hoc committee report has 177 recommendations. The Strategic Plan and ad hoc committee report reference some of the same recommendations from the OIR report. The approach for reviewing the strategic plan was to first validate the reported alignment of action items that referenced recommendations from previous reports. Then, the Policy & Procedure subcommittee generated a list of questions for MPD about the action items, areas where further data analysis could be pursued, and identified actions OIM & PCOB can take to influence the actions and outcomes of MPD's 5 Year Strategic Plan.

The following document identifies: proposed action items OIM & PCOB can take to influence the existing MPD 5 Year Strategic Plan; questions related to MPD's Strategic Plan; areas of which to ask for more data; and policy recommendations to MPD to expand upon their Strategic Plan.

OIM & PCOB Action Items & Recommendations for MPD's 5 Year Strategic Plan

*denotes action items that directly reference recommendations from the OIR and ad hoc committee reports

**denotes action items that align with ad hoc committee recommendations 103, 128, 129 around use of force

GOAL 1: Madison-Centric Policing

PRIORITY 1: Building Strong Trusting Community Relationships

Action 1.1*

- Create a monthly reporting process to share policing priorities, strategies, and results with Alders and City leaders. Reports should include information on calls for service, significant incidents and statistics on proactive community activities aimed at building trust with the community
 - OIM to ask for update from MPD about this action item
 - Robin to request Excel sheet from MPD about their progress toward adopting recommendations

Action 1.2*

- Utilize MPD's social media presence to share daily successes and challenges of policing in Madison and providing regular updates on strategic priorities.
 - PCOB could select a board member to evaluate if this is being done and if it's being done effectively: Michelle Miller to track Facebook and Instagram
 - PCOB to review MPD dashboard quarterly regarding complaints received: Michelle Miller to review
 - Data Analyst to eventually take this over

Action 1.3*

- Create Community Police Advisory Boards in each of our six districts to work with MPD to promote crime prevention and community safety among diverse community groups. Priority should start with African American, Latinx, Asian, and LBGQTQ+ communities and extend to other marginalized community groups. Groups should meet monthly to facilitate relationship building and information sharing. Meeting minutes should be posted on MPD's website to facilitate information sharing and relationship building.
 - OIM to ask for update from MPD about this action item
 - Data analyst to review MPD meeting minutes

Action 1.4*

- Through in-person, online seminars, and regular social media updates, increase public education and awareness of police policies, procedures, and budgetary components of policing. This should

include topics such as recruiting, training, use of force policy, internal discipline processes, and topical issues raised by the community.

- PCOB could identify a board member to attend and evaluate how the police are educating the public and identify gaps in the educational materials.
 - Attend Citizen Academy training in the fall
 - Shadayra Kilfoy-Flores to request they NOT schedule it on a Thursday
 - Attend cadet training
- Collect feedback from the public participants who attend these meetings

Action 1.5*

- Begin a feasibility study and revitalize MPD's Bike Program in promoting relationship building and greater community engagement across Madison, with a strong emphasis on downtown safety.
 - OIM to ask for update from MPD about this action item

Action 1.6

- Assess restructuring the Community Policing Teams model to help build and instill Community Police principles within MPD and the community.
 - PCOB can request training on Community Police principles to learn how to evaluate its effectiveness with the Madison population

Action 1.7

- Assign a team to explore cross-sector partnerships to build a multi-disciplinary, collaborative approach to policing across Madison in keeping with Community Police principles. This includes exploring harm reduction models of intervention relative to substance use disorder, supportive mental health services, youth services, and a whole of community approach to issues that bring people into conflict with the law. Partnerships with the academic community should be a cornerstone of this initiative to help police gain a greater understanding of police practices which may have counterproductive impacts on marginalized communities.
 - OIM can ask for list of partnerships made and ask those partners for feedback

Action 1.8*

- Prioritize adding a second PIO position in future budget requests to work evening hours and create a Social Media Team made up of officers and civilians to enhance internal and external communication.
 - OIM to ask for update from MPD about this action item

Action 1.9**

- Begin an environmental scan to develop an Agency Consortium of police departments to learn and share best practices on community engagement, policies, and 21st Century Policing principles.
 - PCOB to receive training on 21st Century Policing principles
 - OIM to ask for update on development of Agency Consortium

GOAL 1: Madison-Centric Policing

PRIORITY 2: Improve Operational Awareness and Capabilities

Action 2.1

- Work with the Madison Professional Police Officers Association to explore evidenced-based staffing practices that allow for greater proactive policing, crime reduction, and community engagement.
 - PCOB to request list of practices identified by the MPPOA

Action 2.2*

- Assign a team to explore proactive steps MPD can take to improve recruitment and retention of police employees such as wage, shift schedules, EAP program enhancements and associated workplace benefits.
 - OIM to ask for update from MPD about this action item

Action 2.3

- Bearing in mind the various types of trauma to which employees can be exposed, begin reviewing member wellness programs and policies to ensure trauma-informed care is embedded in EAP, as well as creating an infographic to inform employees of all the opportunities for increased member wellness.
 - OIM to request copy of infographic

GOAL 1: Madison-Centric Policing PRIORITY 3: Evidence-Based Policing

Action 3.1*/**

- Develop and begin delivering training on evidence-based policing to all members of MPD.
 - PCOB could identify a statistician and outline a procedure recommendation for MPD to start assessing racial bias in policing.
 - Dr. Hazel Symontte (retired from UW), racial bias is her specialty
 - Carlotta Calmese to ask for Dr. Hazel for a program

Action 3.2*/**

- Create a Research Advisory Committee to enhance MPD's research capabilities through strategic partnerships with academia and ensure MPD's policies and practices are evidenced-based.
 - OIM to ask for status update on this time
 - PCOB could take recommendations that come out of this committee and create a policy proposal to improve fidelity with evidence-based policing.

Action 3.3

- Begin exploring ways to improve records management system by enhancing self reporting, record keeping, and by creating a Virtual Response Unit

Actions 3.4*

- Develop and deliver education and refresher courses on Procedural Justice Principles to all MPD employees. Begin a systematic review of MPD policies to ensure they adhere to Procedural Justice Principles.
 - PCOB could make a policy recommendation to specifically address the ad hoc committee recommendation this action item references.

Action 3.5

- Examine the use of technology in all areas of MPD in delivering effective and efficient information to community members. Leverage planned upgrades of City IT software to create improved user access to information.
 - Data analyst to request information about how IT software presents barriers to effective communication with community members

Action 3.6

- Continue to pursue implementation of body worn cameras.
 - Data analyst to request data that identifies outcomes of BWC pilot study, including community safety and wellness outcomes
 - PCOB should vote on whether BWCs should expand to the rest of the community, pending the results of the pilot study

Action 3.7

- MPD will submit a plan for implementing the Police Training Officer program to replace its current Field Training Officer Program to ensure Madison-Centric Policing focused on community needs is embedded in the next generation of police officers.
 - OIM to ask for updates on this
 - PCOB to request training about how Officer training changes and the effects of the training changes

GOAL 1: Madison-Centric Policing
PRIORITY 4: Criminal Diversion & Deflection

Action 4.1**

- The Madison Police Department, Mental Health Unit, will continue to provide a coordinated, professional and compassionate police response to individuals affected by mental illness and their families. Our goal is to improve safety for community members and police while reducing calls for police service related to mental illness issues. We will work collaboratively with partner agencies to achieve improved outcomes for individuals affected by mental illnesses or suffering a crisis by connecting them to needed services and diverting them away from the criminal justice system whenever possible.
 - Data analyst to pull data related to mental health calls, CARES calls, decision-making related to who gets dispatched to mental health calls
 - PCOB could discuss and vote on recommending changes to the CARES program
 - PCOB could identify other pathways community members can take before involving police in a mental health situation & distribute the information to the community

Action 4.2*/**

- MPD believes in helping community members find holistic, restorative paths away from crime. We know we achieve better individual and community outcomes by working with the community in healthy restorative justice practices. MPD will continue to work proactively with the Dane County Community Restorative Court to find community-driven solutions to crime that reduces the burden on courts, reduce discriminatory barriers and future recidivism, and reduce crime and the impacts of the criminal justice system on marginalized communities.
 - OIM/data analyst to review how MPD will communicate the outcomes of working with Restorative Court
 - PCOB could identify and recommend policies driven by the community to reduce crime and the impacts of policing on our communities.
 - WI is one of three states that prosecutes 17 year olds as adults
 - PCOB to figure out how to not implement this state policy in the city
 - Race to Equity report 11 to 1 arrest rate for POC juvenile arrests
 - Data analyst to find out if Restorative Court is effective in the first place, especially for youth

Action 4.3

- Substance use disorder is a significant burden on community members and all emergency service personnel. MPD members spend considerable time dealing with community members suffering from substance use disorder. MPD will continue to work closely with Madison Area Addiction Recovery Initiative to ensure that when feasible, appropriate individuals are referred for service, reducing the burden on the justice system, but more importantly, meeting those suffering from substance use disorder where they are at and helping community members reclaim their lives.
 - OIM to ask for update on initiatives to mitigate substance use related police calls

GOAL 2: Youth Engagement

PRIORITY 1: Engage in Relationship Building with Youth of Color

Action 1.1*

- Conduct baseline surveys and focus group sessions to get feedback from youth of color on their perceptions of policing in Madison.
 - OIM/data analyst to review how MPD will communicate the feedback they receive from youth of color

Action 1.2

- Develop and establish a safe forum for discussions between youth of color and police. A skilled moderator should host these sessions with a clear understanding of policing and the need to create healthy, trusting relationships between police and youth of color. These forums should be strictly voluntary for youth to attend.
 - PCOB to attend forums between youth of color and police
 - PCOB members could recommend moderators for these forums

Action 1.3

- Conduct follow-up surveys and focus group sessions on determining the efficacy of measures and adjusting to meet intended outcomes. This process should continue throughout the life of the strategic plan and be adjusted based on youth feedback and recommendations from the work group.
 - Data analyst to review feedback from the surveys/review MPD's analysis of the efficacy of the focus groups.

GOAL 2: Youth Engagement

PRIORITY 2: Create Spaces for Dialogue Between Police and Young People

Action 2.1

- Continue to engage the Chief's Youth Advisory Board in monthly meetings where youth can share thoughts and ideas on policing priorities and concerns in Madison. Hold annual assessment of activities and outcomes from meetings to ensure they continue to meet the evolving needs of youth and police.
 - OIM to request assessment of activities and outcomes from these meetings

Action 2.2

- Use MPD's influence to advocate for youth on various social justice matters that bring them into conflict with the law, such as homelessness, substance use disorder, mental health and a host of other social determinants of health and crime.
 - Ask for update on events MPD attended to advocate for youth social justice matters
 - PCOB to advocate that MPD and the City create more youth friendly events downtown

GOAL 2: Youth Engagement

PRIORITY 3: Continued Commitment to Restorative Justice Measures

Action 3.1

- MPD will continue the collaboration with Dane County Human Services and our other youth restorative justice partners to offer restorative justice to all 12-16- year-olds involved in a municipal ordinance violation

GOAL 2: Youth Engagement

PRIORITY 4: Continued Commitment to Summer Youth Academies

Action 4.1

- MPD will continue to facilitate Summer Youth Academies, where students are afforded the opportunity to get to know the officers and their backgrounds and develop a healthy perspective on the role of policing in their communities.
 - OIM to ask for any feedback from the youth who attend these academies

- Data analyst to request data about what kinds of youth attend the academies & if they're the same youth experiencing arrests/citations.

GOAL 3: Public Communications

PRIORITY 1: Develop an Overarching MPD Communication Strategy

Actions 1.1*

- Work with key stakeholders to identify the objectives of a communication plan. • Identify barriers to plan implementation. • Identify key communication avenues. • Articulate expectations for open and transparent communication at all levels and communicate department-wide. • Develop and deliver education on when information should be shared and clarify privacy protocols regarding information from other agencies.
 - OIM to ask for status update on progress toward achieving action item

GOAL 3: Public Communications

PRIORITY 2: Deliver Communications Training at All Levels

Action 2.1

- Develop and begin to deliver direction and training to members at all levels to ensure MPD's daily interactions and communication with the public build and maintain strong trusting relationships.
 - OIM to request training materials for PCOB to review

GOAL 3: Public Communications

PRIORITY 3: Enhance MPD Website

Actions 3.1

- Complete restructuring of MPD's website to improve the user experience, their ability to find information, access to resources and external partners, and access for limited English proficiency (LEP). • Leverage newer versions of technology to improve the user interface to the Madison Police website and internal file and information sharing website.
 - PCOB recommends MPD gather feedback from community members about their ability to use the MPD website effectively

GOAL 3: Public Communications

PRIORITY 4: Improve Translation Services

Action 4.1

- Work to ensure compliance with the City's Language Access Plan and allow access to quality interpretation and translation services.

GOAL 3: Public Communications

PRIORITY 5: Develop and Deliver Public Education on MPD's Management of Public Protests as Outlined in the Quattrone Report

Actions 5.1*

- MPD will undertake the following actions:
 - Develop educational material related to managing protests.
 - Hold seminars/webinars and make materials accessible on MPD's website.
 - When warranted, use the sentinel event review model to analyze MPD's response to impactful events in our community, giving particular attention to communities or groups disproportionately impacted by the event.
 - Work with communities to identify key leaders who will help improve communications between MPD and the communities during protests.

Note: This action references ad hoc recommendation 23, which is about officer-involved shootings and ALL critical incidents. This action appears to address only protests

- PCOB could make recommendations to revise strategic plan to include actions that address all critical incidents, not just protests.

GOAL 4: Workplace Culture
PRIORITY 1: Healthy Workplace

Action 1.1

- Examine staffing challenges by exploring alternative shift and staffing models.
 - Ask for update on any staffing model or shift changes

Actions 1.2

- Examine and begin implementation of call diversion for Patrol Officers. The following actions should be explored. • Use of restricted duty officers to take non-priority calls via phone or email. • Re-evaluate the use of "station officer" to handle calls at the station. • Encourage non-Patrol units to take calls directly related to their areas of responsibility. • Upgrade the existing Self-Reporting website for residents to submit their own reports.

GOAL 4: Workplace Culture
PRIORITY 2: Accountability

Action 2.1

- Begin to enhance teamwork and trust in all areas of the department by setting Smart goals related to communication, leadership, followership, collegiality and role-proficiency.
 - Ask for copy of goals identified

GOAL 4: Workplace Culture
PRIORITY 3: Improve Morale

Actions 3.1

- MPD will continue annual staffing analysis and enhance the following actions. • Review/analyze specialty units to achieve and maintain proper resource allocation. • Review adding additional sergeants to improve supervisor span of control.
 - Ask for copy of analysis

Actions 3.2

- MPD will undertake the following actions. • Explore a 10-hour shifts for better work-life balance. • Increase public and private support of employees from Command staff by focusing on promoting examples of the good work that is done on a daily basis. • Explore civilianization to increase patrol deployment.

GOAL 4: Workplace Culture
PRIORITY 4: Improve Internal Culture

Action 4.1

- Ensure management engages in meaningful communication about the "whys" of decision-making.
 - If MPD staff satisfaction surveys are conducted, PCOB could request data related to employee perceptions of rationales given for decisions made.

Action 4.2

- Require select units to issue newsletters on a timely basis to educate the rest of the department on their work and results.

Action 4.3

- Work with the Madison Professional Police Officers Association to review current contract and MOUs surrounding closed position process to evaluate adding a mandatory component of feedback to any closed process position.

GOAL 4: Workplace Culture
PRIORITY 5: Improve Employee Retention

Action 5.1

- Begin to examine ways to increase opportunities to vary work for patrol officers - trainings, community events, admin time for report writing, follow-up, and other measures to create work-life balance
 - Ask for update on patrol officers' abilities to attend trainings, events, and other non-patrolling duties.

Actions 5.2

- MPD will undertake the following actions. • Increase opportunities for interdepartmental cross-training and outside trainings. • Re-evaluate what types of calls for service officers attend. • Explore provision of daycare services for employees. • Review policies around education incentives.

Action 5.3

- Review class specifications and work to create layers for each civilian position so that there are advancement opportunities in positions.

PCOB recommended additions to MPD 5 Year Strategic Plan

- Add a set of action items under a new priority: Community Safety & Wellness
 - Action items can include community engagement around gathering feedback about actual and perceived safety and wellness generally and specifically related to community interactions with the police
- Ad hoc committee recommendations
 - About 24 out of 177 recommendations from the ad hoc committee report and OIR report were cited in the 5 Year Strategic Plan. Consider implementing more of the recommendations from the reports into the Strategic Plan. See below for questions related to how the identified recommendations align with the Strategic Plan action items.
- Ensure the 5 Year Strategic Plan addresses use-of-force training, how trainings affect use-of-force outcomes, and how the public is communicated to after a use-of-force situation occurs.

Questions for MPD about their 5 Year Strategic Plan

Goal 1: Priority 1: Action 1.04

- Through in-person, online seminars, and regular social media updates, increase public education and awareness of police policies, procedures, and budgetary components of policing. This should include topics such as recruiting, training, use of force policy, internal discipline processes, and topical issues raised by the community. (OIR 10 & 112)

Questions:

1. How does this action item directly address the OIR recommendations it cites? For example, how does increasing public education on policing connect to the recommendation to strive for diverse recruitment and hiring?
2. How does increasing public education on policing align with the implementation of a 21st Century Policing Task Force (OIR 10 & 112)
3. How long will these public education groups go on?

Goal 1: Priority 1: Action 1.6

- Assess restructuring the Community Policing Teams model to help build and instill Community Police principles within MPD and the community.

Question:

1. How does adhering to Community Police principles relate to dialoguing with the Rapid Response Team, per ad hoc committee recommendation 35?

Goal 1: Priority 1: Action 3.1

- Develop and begin delivering training on evidence-based policing to all members of MPD.

Questions:

1. How will MPD collaborate with a statistician about assessing racial bias in MPD policing? Ad hoc committee recommendation 19 is to train MPD about EBP AND collaborate with a statistician about assessing racial bias in MPD policing.

Goal 1: Priority 2: Actions 2.1 & 2.2

- Work with the Madison Professional Police Officers Association to explore evidenced-based staffing practices that allow for greater proactive policing, crime reduction, and community engagement.
- Assign a team to explore proactive steps MPD can take to improve recruitment and retention of police employees such as wage, shift schedules, EAP program enhancements and associated workplace benefits.

Questions:

1. What else is MPD doing to address barriers to participate in community-initiated events per ad hoc recommendation 22? This action appears to suggest that staffing issues are a barrier to following the recommendation cited.

Goal 1: Priority 3: Actions 3.4

- Develop and deliver education and refresher courses on Procedural Justice Principles to all MPD employees. Begin a systematic review of MPD policies to ensure they adhere to Procedural Justice Principles.

Questions:

1. How does education on and adherence to Procedural Justice Principles ensure restorative justice programs are available for every applicable incident regardless of how highly the media covers the incident? This action item references following ad hoc committee recommendation 21: As part of its ongoing and constructive support of an innovative program, MPD should dialogue with its criminal justice partners to consider whether restorative justice programs available for controversial high media profile incidents can be made available for similar incidents that do not rise to the same level of media attention.

Goal 3: Priority 5: Actions 5.1

- MPD will undertake the following actions:
 - Develop educational material related to managing protests.
 - Hold seminars/webinars and make materials accessible on MPD's website.
 - When warranted, use the sentinel event review model to analyze MPDs response to impactful events in our community, giving particular attention to communities or groups disproportionately impacted by the event.
 - Work with communities to identify key leaders who will help improve communications between MPD and the communities during protests.

Questions:

1. How does this action item directly address the recommendation it cites (see below)? This action appears to address only protests.
 - a. Recommendation: MPD should conduct town hall and listening sessions after all critical incidents, including officer-involved shootings as follows: In the first few days subsequent to an incident, MPD should be empathetic to any resulting death or serious injury, explain the investigative and review process, and listen to any expressions of upset or concern. After the conclusion of the investigation, MPD should provide a public debriefing of the incident highlighting any performance issues that were identified for improvement and reform.
2. What is the sentinel event review model and how will it be used for all critical incidents?

Grouping of Action Items on Pages 5-7 of MPD Strategic Plan Recommendations Alignment with Previous Reports

- 1.9 Action: Begin an environmental scan to develop an Agency Consortium of police departments to learn and share best practices on community engagement, policies, and 21st Century Policing principles.
- 3.1 Action: Develop and begin delivering training on evidence-based policing to all members of MPD.
- 3.2 Action: Create a Research Advisory Committee to enhance MPD's research capabilities through strategic partnerships with academia and ensure MPD's policies and practices are evidenced-based.
- 4.1 Action: The Madison Police Department, Mental Health Unit, will continue to provide a coordinated, professional and compassionate police response to individuals affected by mental illness and their families. Our goal is to improve safety for community members and police while reducing calls for police service related to mental illness issues. We will work collaboratively with partner agencies to achieve improved outcomes for individuals affected by mental illnesses or suffering a crisis by connecting them to needed services and diverting them away from the criminal justice system whenever possible.
- 4.2 Action: MPD believes in helping community members find holistic, restorative paths away from crime. We know we achieve better individual and community outcomes by working with the community in healthy restorative justice practices. MPD will continue to work proactively with the Dane County Community Restorative Court to find community-driven solutions to crime that reduces the burden on courts, reduce discriminatory barriers and future recidivism, and reduce crime and the impacts of the criminal justice system on marginalized communities.

Questions:

1. How do the above actions specifically evaluate MPD's use-of-force training?
2. Which action item above will address recommendations cited regarding collaborating with a statistician about racial bias in MPD policing?
3. How will MPD utilize ICAT in the action items above? Can PCOB receive more information about ICAT?
4. Which action item above addresses approaching the NYPD to learn about their "firearms control" schema?
5. Which action item above will allow an officer to travel to Finland to learn Finnish police methods?

General Questions:

1. What can MPD offer besides CARES to address mental health concerns that may lead to police interaction, especially given CARES limited hours/availability?
2. What training and SOP does MPD have currently to address gaps in CARES availability?

3. Can MPD provide transportation to mental health hospitals? What does MPD currently do to divert mental health cases to hospitals vs. the jail?

Data Analysis Considerations

- We'd like to use data related to the Strategic Plan to review potential recommendations the Board can make to MPD to further their goals
- Data around the fidelity of MPD's evidenced-based policing practices
- Data about racial bias in policing
- Data about use-of-force incidents & training
- Data related to CARES calls and how that affects policing
- Data around the implementation of body-worn cameras
- Data related to protest management