

2023-2028 MPD Strategic Plan: Quarterly Implementation Update

Based on progress reports as of:

2024 Q3










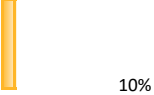

MPD's strategic plan has four pillars: (1) Madison-Centric Policing, (2) Public Communication, (3) Youth Engagement, and (4) Workplace Culture.

Implementation of all components of the strategic plan will be staggered. Therefore, quarterly posted updates will provide progress toward achieving priority action items on which the work groups are currently focusing. As more progress is achieved, future updates may include additional action items.

MPD's full strategic plan document can be located at this link: <https://www.cityofmadison.com/police/documents/2023-2028StrategicPlan.pdf>

NOTE: MPD's strategic plan was developed by Matrix Consulting Group through external grant funding.

Status of Priority Action Items				
OBJECTIVE DESCRIPTION	FUNCTIONAL OWNER	STATUS	PHASE 1: TARGET COMPLETION DATE	% COMPLETE
(1) Madison-Centric Policing				
Build strong, trusting community relationships. 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.	Director of Police Data, Reform and Innovation, Public Records Custodian	In Progress	1-Nov	40%
Build strong, trusting community relationships. Utilize MPD's social media presence to share daily successes and challenges of policing in Madison and providing regular updates on strategic priorities.	Officer in Charge 3rd Detail, Public Information Officer	Complete	1-May	100%
Build strong, trusting community relationships. Assess restructuring the Community Policing Teams model to help build and instill Community Police principles within MPD and the community.	Assistant Chief of Field Operations, Executive Operations Captain	Complete	1-May	100%
Improve operational awareness and capabilities. 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.	Central District Detective Lieutenant, Police Human Resources Coordinator	Complete	1-Nov	100%
Evidence-based policing. Continue to pursue implementation of body worn cameras.	East District Captain	Complete	1-Apr	100%
(2) Youth Engagement				
Create spaces for dialogue between police and young people. 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.	Community Outreach Lieutenant, Community Outreach Officer, Mental Health Officer	In Progress	1-Dec	20%
Engage in relationship-building with youth of color. Conduct baseline surveys and focus group sessions to get feedback from youth of color on their perceptions of policing in Madison.	Community Outreach Sergeant	In Progress	1-Dec	75%
Create spaces for dialogue between police and young people. Continue to engage the Chief's Youth Advisory Board in monthly meetings where the youth can share thoughts and ideas on policing priorities and concerns in Madison. Hold annual assessments of activities and outcomes from meetings to ensure they continue to meet the evolving needs of youth and police.	Community Outreach Captain	In Progress	1-Nov	90%
Continued commitment to restorative justice measures. 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.	Community Outreach Officer, Records Services Clerk (Juvenile Court Liaison)	In Progress	1-Dec	75%
Continue commitment to Summer Youth Academies. 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.	Community Outreach Lieutenant	Complete	1-Sep	100%
(3) Public Communication				
Develop an overarching communication strategy. Work with key stakeholders to identify 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 protocol regarding information from other agencies.	Assistant Chief of Support and Community Outreach, Public Information Officer	Complete	1-May	100%

Deliver communication training at all levels. 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.	Assistant Chief of Support and Community Outreach, Public Information Officer	Complete	1-May	 100%
Enhance MPD's website. 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) users.	Director of Police Data, Reform and Innovation	In Progress	1-May (2025)	 20%
Improve translation services. Work to ensure compliance with the City's Language Access Plan and allow access to quality interpretation and translation services.	Police Human Resources Coordinator, Detective	In Progress	1-Nov	 40%
Develop and deliver public education on MPD's management of public protests as outlined in the Quattrone Report. 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.	Special Events Team (SET) Captain, Executive Lieutenant	Complete	1-Nov	 100%
(4) Workplace Culture				
Healthy workplace. Examine staffing challenges by exploring alternative shift and staffing models.	Assistant Chief of Field Operations	In Progress	1-May	 90%
Accountability. 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.	Training Lieutenant	In Progress	1-May	 50%
Improve internal communication. Ensure management engages in meaningful communication about the "whys" of decision-making.	Assistant Chief of Field Operations	In Progress	1-May	 100%
Improve employee retention. 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.	East District Captain, West District Sergeant	In Progress	1-Nov	 10%
Improve employee retention. Review class specifications and work to create layers for each civilian position so that there are advancement opportunities in positions.	Records Manager, Police Executive Office Supervisor	In Progress	in 2025	 30%