

For Immediate Release – December 18, 2020
Board of Police and Fire Commissioners of the City of Madison

Following a rigorous, comprehensive process and after thorough deliberations, the PFC has selected Dr. Shon F. Barnes to be our Chief of Police. The PFC expresses its support and confidence in his leadership. As is standard practice, the PFC will now be issuing a Conditional Offer of Appointment.

Community input has been the foundation of this process. The PFC is grateful for the input that it received. The COVID-19 pandemic presented unique challenges for the PFC, and the PFC adapted its methods to obtain community input. The PFC prepared a summary of its process, which is being published with this press release.

This process was thoughtful and deliberate. The PFC believes the process was fair. The PFC wishes to thank its consultant, Police Executive Research Forum (PERF), for its diligent and exceptional work in guiding the PFC in this process. The PFC also wishes to thank the Dane County Sheriff's Office for its professional background investigations.

Board of Police and Fire Commissioners of the City of Madison

Summary of Police Chief Appointment Process 2019-2020

The Madison Police and Fire Commission (PFC) consists of five (5) City of Madison residents, who volunteer their time to serve in this role. The PFC is an independent body created pursuant to state law, Wis. Stat. § 62.13.

Shortly after Chief Koval announced his retirement on September 29, 2019, the PFC began the process to find Madison's next Chief of Police. In November of 2019, the PFC heard from Herman Goldstein regarding his insights and perspectives on policing and important issues related to the selection of a police chief. The PFC also reviewed input from other professionals. In addition, the PFC heard from Local Voices Network (LVN) regarding resources to assist the PFC with obtaining public input.

The Commissioners met for multiple working sessions to discuss the process. The Commissioners determined early in the process that a rigorous, national recruitment process was necessary. The Commissioners prepared questions for potential search firms to answer as part of the quote submission process to ensure that the search firm would meet the needs of the Madison community. The PFC asked the following questions:

1. Which cities and municipalities has your firm been involved with in hiring a police chief and what do these local governments have to say about the service they received? Of those local governments you have worked with, how many hired the police chief candidate recommended by your search firm?
2. Tell us what you believe are the dynamics of the Madison Police Department and the unique nature of policing in a city like Madison. In light of this, what strategies would your search firm use to identify and recruit a candidate who can meet the challenges facing the department today and in the future?
3. Are the members of your search firm who will be conducting the search conversant with contemporary police practices and able to assess the strengths and weaknesses of candidates based on this knowledge? What is your experience with recruiting police chief candidates who have experience working with diverse populations, both in law enforcement and community based organizations?
4. Madison residents want a safe city where every police officer treats all residents with respect and care regardless of their race, ethnicity, gender, sexuality or class. How will your firm help us find a chief who understands this ideal and pledges to lead the Madison police department in a way that supports the goals of racial and social justice for residents and enhanced mutual trust between the police and residents?
5. The Madison police officers have a union. What experiences does your firm have with organized labor? When searching for a police chief, what does your firm do to

ensure a police chief candidate understands and has experience with labor law, worker's rights, the grievance and arbitration process, and union contracts?

6. There are very few women of color who are Madison police officers and not many officers of color who are at the rank of captain or higher. When searching for a police chief, how much emphasis does your firm put on a police chief's commitment (with results) to hiring and promoting a workforce that are locally hired and diverse?
7. Please describe your recruitment process for police chief candidates. How would your search firm go about recruiting candidates who might not apply for the Madison police chief position unless sought out? Does your firm have a track record of successful recruitment and a proven ability to attract a diverse pool of candidates? 8. What is your search firm's experience with developing a profile of a police chief position based on the unique characteristics of the local government and police department?
8. What is your search firm's experience with developing a profile of a police chief position based on the unique characteristics of the local government and police department?

On January 10, 2020, the PFC published its quote submission. The PFC subsequently interviewed several firms and selected Police Executive Research Forum (PERF).

The PFC scheduled four (4) public listening sessions to take place in March and April. Due to COVID-19 concerns and related orders, however, the PFC was unable to conduct the public listening sessions as originally planned.

Over the course of the year, the PFC received an extensive amount of community input, which contributed to each stage of the process. The PFC engaged the public in numerous and unprecedented ways, including:

- The PFC heard extensive verbal input from numerous groups and individuals over the course of multiple meetings.
- The PFC partnered with Local Voices Network (LVN) to host a series of small group conversations to inform the police chief hiring process. LVN also convened additional conversations with specific partners who work with populations who are disparately impacted by police in our community. LVN prepared a detailed report for the PFC, along with suggested interview questions.
- The PFC conducted two virtual Town Hall style meetings.
- PFC members participated in call-in radio programs with WORT and La Movida, a program conducted in Spanish.
- Commissioner Hamdan presented at a meeting organized by LASUP (Latino Support Network) and received feedback.
- The PFC published a community survey with questions and opportunities to provide written feedback.

- The PFC created an e-mail address dedicated solely to receiving written input related to this process. The PFC also provided a mailing address for written input.

Prior to posting the job announcement, the PFC obtained input from various groups and individuals. This input was used in drafting the position announcement. The position announcement is posted on the PFC's webpage: www.cityofmadison.com/pfc.

The position announcement was widely shared, including on the following websites:

- PERF
- IACP
- NOBLE
- HAPCOA
- NAWLEE
- Wisconsin Police Chiefs Association
- The Blue Line
- ihirelawenforcement.com
- policejobsinfo.com
- Police Career Finder
- GoLawEnforcement.com
- IAWP
- City's social media outlets
- MPD website
- WILENET
- Police1.com

In addition to widely posting the announcement, PERF engaged in various recruitment efforts. Specifically, PERF has developed extensive contacts in the law enforcement and public safety communities over the course of numerous projects, through its membership program, and through its Senior Management Institute for Police (SMIP).

Prior to conducting its initial interviews, the PFC met to discuss and prepare its interview questions and used the community input that it received to draft the questions. In addition, PERF conducted the initial vetting process. On November 17, 18, and 19, 2020, the PFC conducted initial interviews of the candidates. The PFC asked each candidate the same questions, as follows:

1. Tell us why you are interested in this position and how your experience has prepared you for it.
2. What are the steps you would take to earn the officers' trust in you as the leader while simultaneously building trust in the community? Please talk about your experience developing and balancing internal trust and community trust.
3. What do you think happened in the United States after the killing of George Floyd?
4. Please draw on your experience to illustrate what strategies are critical to ensure trust between the Madison Police Department and immigrant communities?

5. There is an ongoing community concern that there are rogue officers in police departments across the country, including Madison. How have you dealt with this in your career and what is your leadership strategy to address this concern?
6. Cities today struggle with finding balance between establishing appropriate public safety and support strategies and protecting people's civil rights and human dignity. What would you do to find this balance?
7. What is the importance of officer wellness and how does it fit into the portfolio of responsibility for the police chief? How has this concept – and your understanding of it - evolved over the course of your career?
8. Many of your colleagues are leaving the police profession because something has fundamentally changed. Explain to us why you are not only staying but applying to be a leader in this challenging time.
9. What would be your strategy to improve overall recruiting by the police department? Speak specifically about your experience and approach recruiting people with marginalized identities.
10. Madison has been committed to community policing since the 1980s. As a police executive, how do you envision advancing community policing in this context amid nationwide calls to reduce police budgets and a global pandemic?
11. Protests are common in Madison. As a leader, what is your approach to managing protests? Please share an example to illustrate your experience and your understanding of the complexities.
12. Before we close our discussion today, what haven't we talked about that you would like us to know about you?

After the initial interviews concluded, the PFC deliberated regarding the candidates. The PFC selected four (4) finalists to proceed to the final interview process. The PFC also immediately commenced the background check process for each of the finalists with the assistance of the Dane County Sheriff's Office.

On December 8, 2020, the PFC conducted the final interviews. The PFC interviewed each finalist for one (1) hour. The finalists were each asked the same questions, except for follow up questions based on candidates' responses and one candidate-specific question:

1. Talk to us about how you would approach being the chief in a complicated political environment like Madison (mayor, common council, PFC, new citizen oversight bodies, commissioned and non-commissioned unions) and how that part of the job is related to working with the members of the police department, and your work with the community.
2. Can you tell a story of a moment in your time as a police officer when you've witnessed a misuse of power? How did you respond?

3. What is your vision for the Madison Police Department? Where do you see the department being in 5 years? What is the broad outline of your plan to get it there? What challenges do you anticipate? Use this time to give us insight into your philosophies and values.
4. Dr. Barnes: You have not yet been a chief and you have not policed in the Midwest. Both of those things could be a challenge for you. Talk about that and share with us what other challenges you foresee if you were named the police chief of the Madison Police Department.

Ramon Batisa: What have you learned from your experience in Mesa and tell us how? What lessons did you learn and what would you do differently should you be named the next police chief in Madison?

Chris Davis: What do you think we need to know about the death of Jose Santos Victor Mejia Poot in Portland in 2001?

Larry Sciroto: Help us understand why you retired and now you want to get back in to the profession?
5. What questions do you have for us?

Later in the afternoon on December 8, 2020, the PFC conducted an additional interview with each candidate and released the videos publicly. The interview questions were based directly on the community input that the PFC received. The PFC conducted the interviews in closed session to ensure a fair process. The PFC asked the following questions of each candidate:

1. Please take a few minutes to introduce yourself to the residents of Madison and tell us why you want to be their chief of police.
2. Do you believe local police have a role in enforcing federal immigration laws? Please explain.
3. It seems that police fear some of the communities they work in, and the communities fear the police in return. What fears have you observed in the communities you've policed in? What strategies might you deploy to help heal harms that cause these fears?
4. What is your personal perspective on police engagement with youth? How can we ensure an environment in which youth are able to learn and thrive, free from fear?
5. What do you see as the role of police in responding to mental health or drug-related crises? How do you ensure safety and inclusion for people with disabilities and people actively struggling with mental illness and/or addiction?

6. The PFC used a short community survey to ask what the focus should be for the Chief in the next 2-3 years. The top response, at 57%, was to reduce crime. Please discuss your ideas to reduce crime through the innovative use of resources and partnerships to enhance community health and safety.

After publishing the candidate videos, the PFC received extensive written feedback and verbal feedback through three (3) separate public comment sessions before making its decision.
