



MADISON

POLICE DEPARTMENT

Current Status & Plan for
21st Century Policing



*Report of MPD Efforts in Relation to the
President's Task Force on 21st Century Policing
2018 Update*



K9 Unit

In 2015, the *President's Task Force on 21st Century Policing* report was released, offering a series of recommendations related to modern policing. The Madison Police Department released a response in early 2016, outlining the department's status and future plans relating to the report's recommendations. The Task Force Report continues to provide valuable guidance to policing and the larger criminal justice system; this report reflects an update on MPD's efforts.

Honor Guard and Mounted Patrol



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Traffic Enforcement Safety Team (TEST)

Introduction



In the wake of public demonstrations and protests over police use of force, President Obama created a Task Force of police practitioners and academics to address increasing tensions between local law enforcement and the communities they serve. In March 2015, The President's Task Force on 21st Century Policing released its final report which received widespread attention by national and local media, and by those in the policing field.

In 2015, MPD command staff reviewed the Task Force Report and evaluated where we stood as an agency. As we completed our review of the report, we found it to be a valuable assessment tool for examining initiatives and practices adopted by MPD in years past. We also found by discussing the Task Force report, we were able to identify areas where we, as an organization, could improve. The Madison Police Department has been guided for many years by a set of core values we believe are very consistent with the ideas and recommendations identified by the President's Task Force on 21st Century Policing.

The following pages will identify the recommendations and action items from the 21st Century Policing document. Not all recommendations or action items are directed at local law enforcement, and as such are not addressed in this report. This document reflects an update to MPD's original response, which was released in January of 2016. The original version of the report is available on our website: www.cityofmadison.com/police/documents/21stCenturyPolicing.pdf.

**Task Force
Overarching
Recommendations
from the President**

Task Force Overarching Recommendations from the President

0.1 TASK FORCE OVERARCHING RECOMMENDATION:

The President should support and provide funding for the creation of a National Crime and Justice Task Force to review and evaluate all components of the criminal justice system for the purpose of making recommendations to the country on comprehensive criminal justice reform.


The Madison Police Department fully supports this concept. We believe what we are seeing take place here in Madison today is simply a microcosm of what is taking place in many other parts of our country. We cannot deny the racial disparities which exist in our society with respect to not only arrest and incarceration, but in education, housing, access to health care and greater economic stability. In 1967, President Johnson created a similar task force called the Kerner Commission. This was in the context of evaluating how local police were addressing anti-Vietnam War protests, civil rights and poverty demonstrations taking place across the country. In their final report, the Kerner Commission concluded that *"our nation was moving toward two societies – one black, one white – separate and unequal."* It is now fifty years since the Kerner Commission, and we continue to see many of the same issues and concerns; in some communities more so than others.

0.2 TASK FORCE OVERARCHING RECOMMENDATION:

The President should promote programs that take a comprehensive and inclusive look at community-based initiatives that address the core issues of poverty, education, health, and safety.

We again agree with this recommendation from the Task Force and appreciate the focus on core issues such as poverty, education and health. However, we would also like to see greater federal support for local law enforcement and law enforcement community-based initiatives. Since the late 1960's, the federal government has played a significant role in providing funding to improve policing in the United States. Over the past decade, however, there has been a significant decrease in such funding. The below list of past federal funding initiatives for local law enforcement is not meant to be comprehensive, but we believe serves as an important historical example where federal initiatives have made a significant impact here in Madison:

Omnibus Crime Control and Safe Streets Act of 1968: This was federal legislation which created the Law Enforcement Assistance Administration (LEAA) and largely was responsible for the creation of hundreds of criminal justice programs on college campuses across the country. In the 1970s, many officers took advantage of LEAA to pursue two and four year college degrees. The Madison Police Department was one of the first police agencies in the country to aggressively recruit and hire officers with college degrees.



USDOJ Operation Weed and Seed – 1991: In an effort to address violent crime and crack cocaine in Madison during the early 1990's, Madison applied for and was identified as an early Weed and Seed demonstration site. The USDOJ established the Weed and Seed initiative as a community-based, multi-agency approach to law enforcement, crime prevention, and neighborhood restoration. In January 2003, Madison received a second round of Weed and Seed funding. A 2010 evaluation report from the LaFollette Institute of Public Affairs at UW Madison, found that some of the "weeding" strategies employed by MPD increased arrest numbers for low level drug and nuisance violations. Consequently, there remains some debate today as to the overall effectiveness of our "weeding" strategies used in the past.

The "seeding" strategies and community-based programs the Madison Police Department was able to create and fund through Weed and Seed were found to be successful in improving the overall quality of life in the identified Weed and Seed neighborhoods (Lake Point Drive, Bram's Addition, Burr Oaks and Allied Drive).

Violent Crime Control and Law Enforcement Act of 1994: Violent crimes reported in the United States soared in the early 1990's. Madison observed this same spike in violent crime. In 1992, President Clinton worked with Congress to pass the Violent Crime Control Act. Of significance was the creation of the Office of Community Oriented Policing Services, or COPS Office.

Throughout the 1990's, the COPS Office provided grants to hundreds of communities across the United States to hire over 100,000 local police officers. The City of Madison and MPD benefited greatly from this federal initiative as we were able to significantly increase our authorized strength which had stayed at about 280 officers throughout the 1980's. While Madison has grown significantly over the past twenty years, today we have an authorized strength of 469 commissioned staff. MPD will continue to pursue federal support for increased staffing when appropriate.

PILLARONE

Building Trust & Legitimacy

People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do The public confers legitimacy only on those they believe are acting in procedurally just ways.

Pillar 1: Building Trust & Legitimacy

1.1 TASK FORCE RECOMMENDATION:

Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

From the beginning of his tenure, Chief Koval has consistently championed the role of police as being one of guardianship. This remains a clear expectation for the men and women of the Madison Police Department, and is ingrained in all aspects of the department's operations. Philosophically and in our daily actions, the members of the Madison Police Department strive to cultivate public trust and legitimacy through procedural justice based initiatives and ongoing community engagement.

1.2 TASK FORCE RECOMMENDATION:

Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

MPD recognizes that police activity and interaction with minority communities across the country has helped to inform the views that citizens have for police today. The department has made efforts to reduce racial disparities in the criminal justice system, and works continuously to build relationships with all community members.

1.2.1 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.



2015 Citizen's Academy

Centro Hispano Forum in support of Voces de la Frontera



1.3 TASK FORCE RECOMMENDATION:

Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

MPD strongly supports transparency and makes a great deal of information available on the MPD website. One example is the department's Annual Report, which has been posted onto the webpage going back to 2005. The Annual Report includes data on core MPD functions, including arrests and reported crimes.

Also, the Professional Standards and Internal Affairs (PS&IA) Office posts quarterly discipline summaries to the MPD website. These summaries include investigations leading to discipline each quarter and a short summary of what they were disciplined for. In high profile cases, the PS&IA office may send out a separate media summary with a summary of the incident and what the officer was disciplined for.



Latino Youth Academy

1.3.1 TASK FORCE ACTION ITEM:

To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

Since the beginning of 2016, MPD has been posting the following information on our website on a quarterly basis:

- » Incident Based Reporting (IBR) crimes, broken down by crime type, victim and suspect race and gender (if known) and district.
- » Arrests: broken down by race, gender and charge.
- » Use of Force: broken down by race and gender of the officer and offender, the district in which it occurred, and if alcohol and/or drugs was a mitigating factor.
- » Traffic Stop data.
- » Our 21st Century Policing Quarterly data can be located at: www.cityofmadison.com/police/data.

For years, MPD has posted most department Standard Operating Procedures (SOPs) on the MPD website. A few SOPs are not posted; the department has determined that posting these SOPs would unduly publicize certain aspects of sensitive MPD operations, jeopardizing officer and community safety. Some departments do post their policies/procedures on these topics; others do not. Some post redacted versions of sensitive policies and some don't post any policies at all. For context, MPD currently has more than 120 SOPs posted on the department website; fewer than 10 are not posted.

MPD also has posted its Mission Statement, Core Values and Code of Conduct. These have been on our website for years.



La Movida El Debate Show Promoting Soccer Series

1.3.2 TASK FORCE ACTION ITEM:

When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

Department SOP states that the Chief or highest ranking officer available should provide a press conference or briefing within four hours of the case time when officer actions results in the death or great bodily harm to a member of the community or a member of the department.

The department's Professional Standards and Internal Affairs (PS&IA) SOP also states that an individual summary may be sent out to the public in cases that are deemed to be significant in nature. If an employee's alleged conduct is serious and "public" in nature, and it is determined to be a sustained violation, the MPD may release the employee's name in a separate, individual summary. The City Attorney's Office will be consulted and will review the summary. This will be weighed on a case-by-case basis in determining the public's right to know about the conduct.

Let's Eat Out



1.4 TASK FORCE RECOMMENDATION:

Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

In 2014, MPD initiated a policy and procedure review that consisted of a cross-section of MPD staff. This effort resulted in the creation of a new Code of Conduct and companion Standard Operating Procedures (SOP) that replaced the old Policy and Procedure Manual. The Code of Conduct is designed to stay relatively stable over time, with the SOPs subject to annual review and other changes as needed.

In addition, the Professional Standards and Internal Affairs (PS&IA) Office developed a Discipline Matrix that informs employees on what can be expected for Code of Conduct or SOP violations. We believe that the use of the Matrix has increased transparency—both externally and internally—for our disciplinary process.

1.4.1 TASK FORCE ACTION ITEM:

In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

MPD is committed to ensuring that our procedures reflect current best practices. To accomplish this task, an annual review process has been created so that departmental subject matter experts (SMEs) are consulted at the end of a year and requested to make recommendations, if necessary, for appropriate changes to departmental SOPs. Once this review is completed, the department is notified of any modifications and, where necessary, additional training is scheduled. SMEs are found within all ranks and civilian positions within the department. In addition, input may be solicited from internal committees such as the Civilian Advisory Committee (CAC), the Officer Advisory Committee (OAC), and the Detective Advisory Committee (DAC) when appropriate. The Chief approves all recommended SOPs or suggested changes to our Code of Conduct.

1.4.2 TASK FORCE ACTION ITEM:

Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

The department's discipline matrix includes a mechanism for an internal restorative performance initiative, and this process has been used when appropriate.

1.5 TASK FORCE RECOMMENDATION:

Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

The Madison Police Department has a longstanding history of engaging with youth through both school-based and community-based initiatives. Our Neighborhood Officers, Neighborhood Resource Officers and Educational Resource Officers (assigned to Madison's main public high schools) engage youth of all ages both inside and outside the school setting to further cultivate positive and supportive relationships. The majority of their work is not enforcement based. Community outreach initiatives such as our Youth Academies, Camp Hero,



2016 Soccer Series - Amigos en Azul





Madison School and Community Recreation Students with MPD

Explorer Post, Amigos en Azul, and other such efforts further our commitment to creating opportunities to positively connect with our youth. Recurring events like the Summer Soccer Series, Chat with a Cop and Craft with a Cop offer additional informal and non-traditional opportunities for youth and police officers to interact. The department's Community Outreach and Resource Education Team (CORE)—created using federal grant funds—is taking on increased responsibility for coordinating and planning many of these initiatives. These efforts and the positive outcomes they yield are publicized through the Chief's Blog, the MPD website, Facebook, and Twitter.

1.5.1 TASK FORCE ACTION ITEM:

In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.

The Code of Conduct and Standard Operating Procedures (SOPs) for the Madison Police Department are available on our website. Having access to our Code of Conduct and SOPs in this manner provides the public with the ability to review and provide feedback or express concerns directly to the Chief. When this happens, the department will review the comments and/or recommendations, and provide a response to the contributor.

In addition to the current mechanisms to involve the community in the process of developing and evaluating our Code of Conduct and SOPs, the Mayor and Common Council established an ad hoc committee in 2015 to undertake a comprehensive process of review of our Code of Conduct and SOPs and to provide recommendations to our department upon the conclusion of its review. This process incorporated an outside consultant (OIR Group) that—after a year-long assessment of MPD—released a report on the department in December of 2017. The department has reviewed the OIR report; the response is available here: www.cityofmadison.com/police/documents/OIRresponse.pdf.

The Chief provides a quarterly update to the Mayor and Common Council that includes all changes to department SOPs.

1.5.2 TASK FORCE ACTION ITEM:

Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

Residency requirements for public employees are prohibited by Wisconsin state law. Contractually, residency requirements or incentive programs are dictated through the various union/association contracts and as such cannot be unilaterally implemented by the Chief. Any modifications to residency requirements must be addressed through ongoing contract negotiations.

1.5.3 TASK FORCE ACTION ITEM:

Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

With the implementation of our grant-funded Community Outreach and Resource Education (CORE) team in June of 2016, we have been able to more consistently create opportunities in schools and communities for positive non-enforcement interactions. The CORE team facilitates outreach efforts such as our Citizen Academy, Youth Academies, Explorer Post, and Amigos en Azul. CORE further concentrates outreach initiatives to youth, particularly children in middle school, given that this is a pivotal age and one with which we previously had limited opportunities to engage outside of an enforcement modality.

1.5.4 TASK FORCE ACTION ITEM:

Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies

towards these populations and adopt policies if none are in place.

MPD's application of these recommendations is consistent with our Mission and Core Values. These factors are incorporated into departmental training and officers' decision-making. MPD's use of force training remains consistent with the State of Wisconsin Law Enforcement Standards (LESB) requirements, and the department has implemented SOPs on de-escalation, mental health incidents/crises, and response to persons with altered states of mind; all address this general topic.



1.6 TASK FORCE RECOMMENDATION:
Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

MPD, as a part of our Trust Based Policing Initiative, has challenged officers/supervisors/commanders to assess how the tools, strategies, and tactics that are lawful to use, may impact and potentially erode trust for specific population groups, based on the group's experiences or perceptions of police. This is a factor in the decision making discussed when choosing appropriate officer tactics and actions.

MPD Officer assisting a youth with building a garden box



1.6.1 TASK FORCE ACTION ITEM:
Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

Specific enforcement initiatives are often implemented in response to community complaints/concerns. When appropriate, information is shared with the public prior to and after initiatives. Personnel will routinely explain enforcement actions/priorities to those involved and to others (including door-to-door contacts). Commissioned staff planning crime-fighting strategies or special operations will review current best practices of policing as approaches are considered, including the COPS Problem Solving Guides, other implementation guides, and research.

In 2017, a Police-Community Advisory Board was successfully piloted and tracked in the South District. This "PCAB" has provided additional opportunities for the MPD to share and receive community input and feedback on crime-fighting strategies and problem solving initiatives.

MPD hopes to expand similar programs to the other police districts in 2018.

1.7 TASK FORCE RECOMMENDATION:
Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

MPD administers an annual survey that asks questions related to trust, neighborhood crime and fear. This survey has been conducted since 2005. The department is exploring ways to improve this process, making it more inclusive and comprehensive.

1.7.1 TASK FORCE ACTION ITEM:
The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

MPD has attempted to broaden the community survey process to be as inclusive as possible. This effort has included door-to-door contacts in challenged neighborhoods and other mechanisms to reach those who are not

able to complete an online survey. A statistically rigorous surveying process is both complex and costly, and the department would welcome federal assistance.

1.8 TASK FORCE RECOMMENDATION:

Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Striving to create a workforce that is diverse in race, gender, language, life experience and cultural backgrounds has long been a goal of the MPD, and the department has been successful in attracting people with different life, work and educational backgrounds. MPD also enjoys having one of the Nation's highest percentages of female officers. We have also made great strides in being racially reflective of the community we serve. But we recognize this is an area that needs continual attention as our community changes and our workforce changes. We have already identified that we need to focus our attention on recruiting and hiring people from our Asian community and Native American community, as well as women of color. MPD actively recruits in seven states to include urban areas. Written testing is offered in over 39 college campuses, direct mailings sent to 350 career service offices, over 500 Criminal Justice professors, and 4,260 NCAA college coaches in 21 states. Information on recruiting is found online at www.cityofmadison.com/police/jointeam.

New recruiting efforts and initiatives are ongoing. The recently created "Hiring Resource Group" is a cadre of diverse officers utilizing recruiting best practices with numerous outreach initiatives planned annually. An advertising campaign entitled *Find Your BLUE Calling* directed towards local professionals who may have never considered a career in policing was implemented in the fall of 2015. Furthermore, in 2016 the MPD began to experiment with "pop-up" web-based recruiting messages targeting women of color in several Midwest urban areas.

The department also continues to examine the hiring process from an equity perspective. As an example, to move forward in MPD's hiring process, applicants must successfully complete a physical agility test. Past practice was it was a "one and done," if an applicant failed any of the areas (sits up, push-ups, and a timed 1.5-mile run) they were ineligible to continue in the hiring process and would have to wait until the next hiring cycle (usually a year until they could re-apply).

Anecdotally, a higher percentage of the applicants who failed were women—many of which were women of color. These applicants did not have experience with "protocol perfect pushups." Beginning in the 2017 hiring cycle, the process was modified so that applicants could retake the physical agility within the same cycle, thus



2015 Recruit Class

stay in the process longer. This not only gave them time to prepare for success, but by being extended a second chance to be successful—the message, “you belong” was sent, along with an affirmation of MPDs commitment to this standard. Recent research points to the value of messaging to communities of non-traditional applicants, that they have a place in modern policing organizations—this messaging is crucial in recruiting non-traditional applicants.

MPD intends to monitor this effort to determine the impacts to the hiring process.

1.8.1 TASK FORCE ACTION ITEM:

The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.

The department supports this concept, and would participate in appropriate efforts to reach diversity hiring goals. MPD is nationally recognized for its recruitment and hiring practices, and for its diverse workforce.

1.8.2 TASK FORCE ACTION ITEM:

The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

MPD supports this concept and would work with this initiative if pursued.

1.8.3 TASK FORCE ACTION ITEM:

Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

The department has received national recognition for its recruiting and hiring practices and other agencies regularly contact MPD for guidance in these areas.

1.8.4 TASK FORCE ACTION ITEM:

Discretionary federal funding for law enforcement programs could be influenced by that department’s efforts to improve their diversity and cultural and linguistic responsiveness.

MPD supports these types of efforts.

1.8.5 TASK FORCE ACTION ITEM:

Law enforcement agencies should be encouraged to explore more flexible staffing models.

Continue with current efforts - MPD regularly evaluates the department's patrol staffing model in order to determine appropriate staffing levels and ensure that patrol personnel are allocated in the most efficient and effective way.



Eastside Community Fun Fest

MPD utilizes a five-shift staffing model for patrol services and makes staffing allocation decisions based on workload data. The department's goal is to staff patrol services sufficiently so that patrol officers are able to dedicate at least 50% of their time on proactive activity. This allows for improved community engagement and problem solving efforts.

In addition to patrol services staffing, MPD staffs a variety of specialized positions, including: neighborhood officers, community policing teams, mental health officers, gang officers, etc. Many of these assignments include flexible scheduling options that allow commanders and assigned officers the flexibility to best meet the needs of the community.

In 2016 a project team consisting of MPD commanders and City Finance representatives completed a comprehensive report on department staffing. The report recognized that MPD is using best practices to evaluate staffing needs and allocate existing resources.

1.9 TASK FORCE RECOMMENDATION:

Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

The Madison Police Department is committed to building relationships based on trust with immigrant communities. Examples of this commitment include MPD's *Enforcement of Immigration Laws* articulated in our Code of Conduct. This policy states that officers shall not arrest or detain any person solely for a suspected violation of immigration laws, and that the department will only cooperate with Immigration and Customs Enforcement (ICE) for operations directly relating to public safety. Furthermore, officers are prohibited from asking any person to produce an Alien Registration Card (Green Card) or other immigration document expect when assisting ICE.

The department's U Visa Program Participation SOP demonstrates the department's commitment to encourage immigrants to work with police without fear of deportation.

MPD also provides outreach programming to many immigrant communities. MPD's *Amigos en Azul* program, active since 2002, continues to provide extensive programming for the Latino community. In addition, officers from across the department attend numerous meetings, festivals, and celebrations in an effort to improve relationships with the African immigrant, Turkish, Muslim and Hmong communities. The Madison Police Department recognizes the vulnerability that many in our immigrant communities experience and is sensitive to the impact on overall public safety.

1.9.1 TASK FORCE ACTION ITEM:

Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

Continue current efforts. The Madison Police Department is an active member of the National Law Enforcement Immigration Task Force (LEITF) supporting the effort to bring common sense immigration reform to our Country. MPD has participated in several meetings in Washington DC, Chicago, Philadelphia, etc. and is working with Law Enforcement Officials across the Country, as well as other Federal Agencies and National Organizations, in a concerted effort to bring needed change to immigration enforcement while

building positive relationships with the immigrant community. MPD works effectively with Immigration and Customs and Enforcement (ICE) focusing on violent offenders and others who pose a threat to public safety.

1.9.2 TASK FORCE ACTION ITEM:

Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

MPD is committed to providing equal access to police services for those with limited English proficiency. The department has an SOP in place, and provides certain critical forms/brochures in languages other than English.

Madison's Department of Civil Rights has formulated a language access plan to guide City agencies as they work on this issue. MPD will continue to work with Civil Rights in the context of this plan.

1.9.3 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.

PILLAR TWO

Policy & Oversight

Citizens have a constitutional right to freedom of expression, including the right to peacefully demonstrate.

Pillar 2: Policy & Oversight

2.1 TASK FORCE RECOMMENDATION:

Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

MPD has full-time neighborhood police officers (NPO's) assigned to ten neighborhoods. Neighborhood resource officers (NRO's) provide additional coverage to other impacted areas in each district. These officers work closely with other service providers (City, County and nonprofit) as well as with community members to work on long-term solutions to neighborhood problems. MPD personnel work with each of the City's Neighborhood Resource Teams, and partner with other community stakeholders when appropriate. Patrol officers and Community Policing Team officers also regularly engage in problem solving and relationship building in challenged neighborhoods.

2.1.1 TASK FORCE ACTION ITEM:

The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

MPD supports this concept. The department currently is administering a federal grant (Madison Addiction Recovery Initiative—MARI) that allows for low-level offenders who are addicted to opioids to be diverted from the criminal justice system (and into treatment). MPD would welcome additional funding opportunities to support this type of effort.

2.2 TASK FORCE RECOMMENDATION:

Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

MPD remains compliant with WI statute 66.0511(2) and reviews its written policies on use of force annually. They remain publically available on the MPD website via MPD Code of Conduct and SOPs. In late 2017, after receiving public



Ticket Resolution Day



"A Day Without Latinos and Immigrants in Wisconsin" Rally

input, we restructured the use of force policies in order to provide more clarity. Use of force data is posted to the MPD website on a quarterly basis.

2.2.1 TASK FORCE ACTION ITEM:

Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

MPD emphasizes both de-escalation and alternatives to arrest, in training and practice. The Wisconsin Law Enforcement Standards Bureau (LESB) training curriculum contains aspects of de-escalation in multiple blocks of instruction to include: Critical Thinking and Problem Solving, Basic Response, DAAT, Professional Communication, Firearms, Tactical Response and Vehicle Contacts. The department's Use of Non-Deadly Force SOP reads in part, "Control of a person through presence and verbal commands shall always be the preferred method of control". In 2016, MPD codified this approach to de-escalation and implemented a De-Escalation SOP. This was followed by in-service training to all personnel, completed in November 2016.

Current MPD training plans call for more emphasis to the instructional methodology utilized in the area of de-escalation, as compared to other tactics that are more action oriented for both pre-service academy students and veteran officers.

In addition to the above efforts; recent updates to our Use of Non-Deadly Force SOP include the following language: "The Department is committed to resolving conflicts through the use of communication skills, crisis intervention and de-escalation tactics, when feasible . . ." and now directly refers to the De-Escalation SOP created in 2016.

2.2.2 TASK FORCE ACTION ITEM:

These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

The department's Officer Involved Critical Incidents SOP calls for an outside agency to complete the independent external criminal investigation for these critical cases. (Independent external review of OICI events is also required by Wisconsin State law.) Current practice is that the State of Wisconsin Department of Criminal Investigation (DCI) would be requested for this purpose.

2.2.3 TASK FORCE ACTION ITEM:

The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

The results of the outside agency criminal investigation are reviewed by the Dane County District Attorney's Office. If a conflict of interest were to occur the District Attorney would arrange for an impartial review.

2.2.4 TASK FORCE ACTION ITEM:

Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

MPD submits appropriate Incident Based Reporting (IBR) crime code information to the Department of Justice annually. This has been done since 2010. If the Federal Government creates additional avenues for such reporting, the MPD would support and comply with all data reporting requests.

The MPD Use of Force Coordinator has requested access to submit Use of Force data to the US Department of Justice via the FBI National UoF Data Collection project. Once access is granted, and provided the pilot dataset is still open for submissions, the UFC will provide statistical information related to relevant use of force cases.

2.2.5 TASK FORCE ACTION ITEM:

Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

In 2016, a new MPD Use of Force Coordinator position was created. This position is currently staffed by a Sergeant with State of Wisconsin Master Instructor certifications in Defense and Arrest Tactics and Firearms training. Responsibilities of the Use of Force Coordinator include: reviewing every MPD



Recruits in Training Academy

use of force incident, identifying training needs (individual or agency), researching national best practices for use of force (training, equipment, etc.), compiling use of force data and presenting information to the public.

Any changes to department SOPs on use of force are shared with the Common Council and public on a quarterly basis, and use of force data is also released quarterly.

2.2.6 TASK FORCE ACTION ITEM:

Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

PS&IA currently conducts an administrative review of all officer involved critical incidents. The department will explore some type of broader post-incident review process.

2.3 TASK FORCE RECOMMENDATION:

Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

MPD uses a review process that is codified in the Proficiency, Continuous Improvement & After Action Reports SOP. The department is committed to continual improvement, and this can only occur through a regular review of our performance.

2.4 TASK FORCE RECOMMENDATION:

Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

The Madison Police Department has an Identification Procedure SOP, addressing the identification of suspects. This SOP incorporates best practices intended to minimize the potential for mistaken identifications. The SOP also provides guidelines for show ups in the field and suggested strategies to prevent bias by the viewers and officers.

2.5 TASK FORCE RECOMMENDATION:

All federal, state, local and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

MPD maintains a demographic diversity report for all staff. The report is available to the public and is included in the MPD annual report.

Unconscious Bias Training





2.5.1 TASK FORCE ACTION ITEM:

The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.

2.6 TASK FORCE RECOMMENDATION:

Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

The Madison Police Department (MPD) has the ability to collect traffic stop and arrest data, however, it does not have the capability of pulling out the data points for frisk, search, or pedestrian stop data. Our Records Management System (RMS) also has the capability to segregate data by public high school and non-school contacts. The department will begin to incorporate citation and arrest data specific to Madison public schools in future MPD annual reports.

2.6.1 TASK FORCE ACTION ITEM:

The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.

2.7 TASK FORCE RECOMMENDATION:

Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

MPD utilizes seven principles of handling crowds and demonstrations known as the "Madison Method." MPD employs a "soft approach" whenever possible. Our goal while managing large events is to maintain order while protecting citizens' constitutional rights; our officers are trained to respond with only the amount of force necessary to accomplish this goal.

MPD readily recognizes that the size and scope of many events exceed our resource capacity and require support from adjacent law enforcement agencies. MPD has taken the lead in training with partner law enforcement agencies at the State, County and local levels, and applied a reasonably measured philosophical approach to managing crowds with an emphasis on the preservation of the rights protected under the First Amendment. See the Demonstrations and Assemblies SOP.

The entire MPD Special Events Team (SET) trains bi-annually. Individual specialized units of SET train more frequently. SET responds to dozens of protests, demonstrations, rallies, and other major events annually. All events are debriefed and operational plans are continuously reviewed and improved to reflect best practices.

2.7.1 TASK FORCE ACTION ITEM:

Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.

This is entirely consistent with MPD's philosophy and practice.

2.7.2 TASK FORCE ACTION ITEM:

The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.

2.8 TASK FORCE RECOMMENDATION:

Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

The Madison Police and Fire Commission (PFC) is a civilian body consisting of 5 commissioners. Their authority is granted by Wisconsin State Statute §62.13. The PFC has the responsibility to approve the Chief's decisions for hiring, firing, and promotion of subordinates. The PFC also has the authority to hear complaints against the department or its officers.

The Public Safety Review Committee (PSRC) consists of 10 civilians, including three members of the Common Council. This Committee is defined under Madison General Ordinance Sec. 33.22—"The board shall be advisory to the Mayor and Common Council, to assist them in the performance of their statutory duties. The board may review and make recommendations concerning departmental

budgets; review service priorities and capital budget priorities of the Police and Fire Departments; serve as liaison between the community and the city on public safety issues; and review annually and make recommendations to the Common Council regarding the annual work plans and long-range goals of the departments."

2.8.1 TASK FORCE ACTION ITEM:

The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.

2.8.2 TASK FORCE ACTION ITEM:

The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.

2.9 TASK FORCE RECOMMENDATION:

Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

Consistent with Wisconsin State Statute §349.025, MPD does not have a "quota system" which requires officers to issue a predetermined number of citations or arrests. The department's Code of Conduct addresses officers' use of discretion.

2.10 TASK FORCE RECOMMENDATION:

Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

MPD has an SOP addressing consent searches. The SOP requires that an officer have an articulable reason for seeking a consent search, and that those reasons be documented. The SOP allows for the use of a written consent form when appropriate. Officers receive extensive training in constitutional law during the pre-service academy. Periodic legal updates on cases and statutory changes are also provided. The current SOP language provides appropriate guidance to officers and respect for individual rights.



Scenario Training

2.11 TASK FORCE RECOMMENDATION:

Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

MPD currently has an Identification of MPD Employees SOP requiring that employees identify themselves by name, rank/title and badge/employee number when requested to do so. The department's Stop & Frisk SOP requires officers to provide any detained person with an explanation of the purpose of the stop.

All commissioned employees are required to verbally provide their name, rank and badge number whenever they have conducted a stop, and offer a department business card in those situations where other official paperwork does not provide this information.

2.11.1 TASK FORCE ACTION ITEM:

One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.

MPD commissioned employees are provided business cards to give out to citizens upon request. This business card includes their name, rank, assignment and contact information to include our website information. Our website provides information as to how individuals can offer suggestions or commendations or to file complaints with the appropriate individual, office or the Police and Fire Commission.

2.12 TASK FORCE RECOMMENDATION:

Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

The MPD Code of Conduct specifically requires that officers treat all citizens equally. MPD personnel do not consider possession of condoms alone, as evidence of vice or other illegal activity.

2.13 TASK FORCE RECOMMENDATION:

Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

MPD's Code of Conduct states: "Members of the Department shall act to preserve the rights of all. Any intentional acts (by commission or omission) based solely upon an individual's membership, association, identification or protected class is a violation of equal protection and prohibited by federal, state and City of Madison law."

The MPD Code of Conduct also prohibits harassment on the basis of race, sex, religion, color, age, handicap, national origin, or sexual orientation. Furthermore, such activity is contrary to the MPD Mission Statement and our Core Values and only serves to undermine trust with the community we have pledged to serve.

2.13.1 TASK FORCE ACTION ITEM:

The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey.

2.13.2 TASK FORCE ACTION ITEM:

The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.

2.13.3 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.

2.14 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.



Special Events Team (SET)

PILLAR THREE

Technology & Social Media

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.

Pillar 3: Technology & Social Media

3.1 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

3.1.1 TASK FORCE ACTION ITEM:

The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.

3.1.2 TASK FORCE ACTION ITEM:

As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.

MPD supports this, and believes these discussions should occur at the local level.

3.1.3 TASK FORCE ACTION ITEM:

Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

The department's Handling of Evidence, Contraband, Found or Lost Property SOP currently follows the best practices and procedures recommended by the International Association for Property and Evidence. Technology utilized includes barcode scanning and tracking of all evidentiary items. MPD's property personnel are certified evidence and property specialists through the International Association for Property and Evidence.



Range



Armored Rescue Vehicle

3.2 TASK FORCE RECOMMENDATION:

The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

In 2017, MPD performed upgrades, configuration changes, and enhanced numerous systems and applications to maintain alignment with the mandatory reporting requirements from the State of Wisconsin and the Department of Justice. These upgrades allow MPD to utilize the most recent software versions available from the vendor. Technology and Records personnel also attended “user group” meetings to exchange ideas and needs that each department has identified from their community. This information is then taken by the vendor and considered for potential future software upgrades.

3.2.1 TASK FORCE ACTION ITEM:

Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

MPD agrees with this concept. As an example, in December of 2014, MPD submitted a preliminary report to the City of Madison Common Council as requested per resolution. This report provided a review of the existing literature on the use of body worn video for police and illuminated the reported and potential benefits and drawbacks to their use.

Following the submission of this report, in 2015 the City of Madison Common Council established an Ad Hoc committee to engage communities of color in the discussion regarding police body worn video and to solicit feedback from these vulnerable communities as to benefits, drawbacks, and concerns regarding the use of body worn video. Numerous focus groups were conducted by the YWCA to enlist this community feedback. Based on this review process the



Computer Lab

Ad Hoc committee did not recommend the use of body worn video within the Madison Police Department at that time; the community discussion on this topic continues today.

3.2.2 TASK FORCE ACTION ITEM:

Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

MPD continues to meet with internal groups (identified above) to discuss how systems are working and obtain feedback for process improvements. Much like we did in 2016, a group of internal users was organized to provide input for the software upgrades performed in 2017. Routinely, MPD contacts external stakeholders, such as the Mayor's Office, City Attorney's Office, District Attorney's Office, the 911 Center, and other regional agencies to insure their needs are being met with the upgrades. MPD continues to receive citizen input from individual calls and/or written correspondence. This feedback is reviewed regularly.

3.2.3 TASK FORCE ACTION ITEM:

Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

The 2017 Records Management and Mobile/Field Reporting improvements continue to improve workflows and processes. This allows for information tracked by officers in special units to be disseminated more easily with all MPD personnel across the city through a centralized system.

3.3 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

3.3.1 TASK FORCE ACTION ITEM:

As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

3.3.2 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.

3.3.3 TASK FORCE ACTION ITEM:

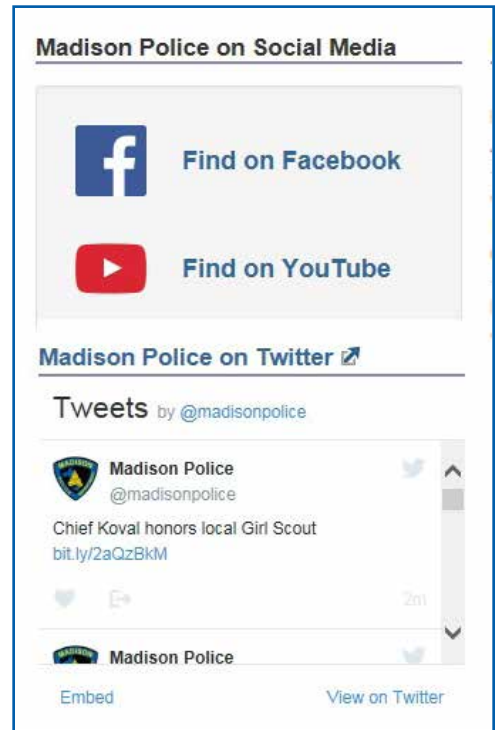
Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

MPD currently deploys body worn cameras in limited circumstances (like SWAT operations), and recognizes the potential value of expanded body worn camera deployment. The decision to proceed with a broad BWC deployment plan is that of the Mayor and Common Council. If direction and funding are provided for this initiative, the department will implement a BWC program as effectively and efficiently as possible. This process will include the development of a comprehensive SOP on BWC use, to reflect national best practices and community input.

3.4 TASK FORCE RECOMMENDATION:

Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

MPD works closely with the Office of the City Attorney, and when necessary the Department of Information and Technology, on matters concerning the current interpretation of Wisconsin Public Records Laws and case law when responding to all public records requests.





Vehicle Simulator

3.5 TASK FORCE RECOMMENDATION:

Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

MPD supports this concept. MPD regularly posts information related to community policing efforts to the department's website, in a variety of ways (incident reports, media releases, district blotter's, Chief's blog, community outreach blotter, etc.). These entries are available to anyone visiting the MPD website, or community members can opt-in to receive email notices of specific postings. The website receives thousands of views (almost 250,000 a month).

MPD also has a robust social media presence. More than 10,000 people follow the MPD Facebook page and more than 25,000 people follow the MPD Twitter account. The department also is active on YouTube and Instagram, and the Chief does a regular podcast. MPD incident data is also available through the MPD website's Community Crime Map.

3.6 TASK FORCE RECOMMENDATION:

The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.

3.6.1 TASK FORCE ACTION ITEM:

Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.

3.7 TASK FORCE RECOMMENDATION:

The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

PILLARFOUR

Community Policing & Crime Reduction

Community policing requires the active building of positive relationships with members of the community.

Pillar 4: Community Policing & Crime Reduction

4.1 TASK FORCE RECOMMENDATION:

Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

The Madison Police Department takes pride in its operational approach to inclusive policing that not only engages citizens, but also involves them in our efforts to police in an unbiased manner that consistently represents everyone in our community. We remain transparent in our policies, procedures, and practices in order to maintain and build trust with our diverse citizenry and manage public safety. It is currently the practice at MPD to engage community members and other stakeholders whenever possible prior to implementation of new laws, ordinances, or initiatives. MPD routinely practices neighborhood engagement before and immediately after critical incidents to inform residents about what took place and the police response.

A strategy that reinforces the importance of community engagement in managing public safety was MPD's implementation in 2015 of a dedicated Community Outreach Section overseen by a Captain. A primary objective in the establishment of MPD's Community Outreach Section is to further support and promote ongoing outreach initiatives and to ensure consistent mechanisms for engaging the community in matters of public safety.

With the implementation of our grant-funded Community Outreach and Resource Education (CORE) team in 2016, we are able to more consistently create opportunities in schools and communities for positive non-enforcement interactions. The CORE team facilitates already existing outreach efforts such as our Citizen Academy, Youth Academies, Explorer Post, and Amigos en Azul. CORE further concentrates outreach initiatives to youth, particularly children in middle school.

The department also regularly includes external stakeholders in selection processes for specialized officer positions.



Allied Drive Summer Camp Program

4.1.1 TASK FORCE ACTION ITEM:

Law enforcement agencies should consider adopting preferences for seeking "least harm" resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

The Madison Police Department has an extensive history of seeking "least harm" resolutions for violations of law. In the 1990's, the Madison Municipal Court was created as an alternative to criminal prosecution. Prior to that time, MPD referred most offenses to Circuit Court for criminal charges. Today, the department refers over 30,000 cases a year to Municipal Court where civil forfeiture and other disposition alternatives are available.

MPD has partnered with Madison high schools and other community organizations to implement youth peer-courts and restorative justice circles. Rather than face criminal charges or receive municipal ordinance citations, youth are given the option to complete the peer court or restorative justice process. In 2015, MPD initiated a similar restorative justice pilot project for 17 - 25 year old offenders who were arrested for committing a misdemeanor offense in the South Police District (Dane County Community Restorative Court). In 2016, the Community Restorative Court (CRC) expanded to include all five MPD police districts and this opportunity is now more equitably offered throughout the City of Madison. During 2017, an increase in referrals occurred from all of Madison as a result of the expansion geographically. In 2018, the department will provide updated training to front line officers with how to refer people to the CRC at the time of arrest or even prior to an arrest being considered.

MPD continues to partner with Dane County Human Services on a 12-16 year old restorative justice referral project where youth who receive municipal ordinance citations have the opportunity to go through a restorative justice process in lieu of civil forfeiture.

COPS Kids Camp



4.2 TASK FORCE RECOMMENDATION:

Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

MPD's daily operations have a focus on community policing and engagement at every level. Officers are regularly assigned to appear at or participate in community events, and officers are encouraged to initiate community engagement as a regular part of their duties. MPD officers regularly engage in foot and bike patrol to increase citizen engagement. Community partnership is one of the core values of the department and this concept is emphasized to officers at pre-service and in-service training.



Flag Football Event

4.2.1 TASK FORCE ACTION ITEM:

Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

The supervisory philosophy referred to as Managing by Walking Around (MBWA) encourages a collaboration between the officer and the supervisor. Supervisors are expected to actively engage with employees in the places they work. This provides for daily interaction, supervision, and an opportunity to reinforce the goals and values of the MPD. Supervisors

are aware of the working conditions because they see the issues and listen to the concerns of those they supervise. Supervisors reinforce the community partnerships and problem solving efforts with those they supervise.

Officers are not evaluated based purely on traditional arrest or citation measures. Officers are expected to incorporate community policing and engagement into their regular duties. Employees are recognized for engagement and community policing efforts, highlighting their value and importance to MPD.

4.2.2 TASK FORCE ACTION ITEM:

Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

Continue to evaluate unobligated officer time, and recommend increases to staffing to handle patrol workload, while maintaining a reasonable unobligated amount for engagement and proactive activity.

MPD has a five shift staffing model for patrol services. Officer allocation decisions are based on workload. There is an attempt to staff adequately to allow patrol officers a percentage of their time as uncommitted to calls for service in order to allow for community engagement and problem solving efforts.

4.2.3 TASK FORCE ACTION ITEM:

The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

4.3 TASK FORCE RECOMMENDATION:

Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

Districts currently work with community stakeholders and alders to address community issues. Madison Police Officers actively participate in the Neighborhood Resource Teams (NRT) which is a coordinated team approach involving multiple City agencies. Districts routinely engage with City Staff and Stakeholders in the planning of community events and seek feedback after events for improvements in future years.

4.3.1 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.



Camp Hero



4.3.2 TASK FORCE ACTION ITEM:

Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

MPD has a Peer Support Program and Employee Assistance programs to provide trauma support to first responders. For community members the Dane County Victim-Witness Program provides support during major cases.

4.3.3 TASK FORCE ACTION ITEM:

Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

MPD supports accountability for departmental outcomes.



Black Youth Academy



4.4 TASK FORCE RECOMMENDATION:
Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

The MPD Code of Conduct calls for all employees to embrace and put the Core Values into practice through our actions. Violations of the Code of Conduct are held to a higher standard than procedural mistakes.

4.4.1 TASK FORCE ACTION ITEM:
Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

MPD's Code of Conduct requires members of the department to be courteous and respectful to the public and co-workers. This policy states that encounters should be predicated upon civility and the appropriate use of an officer's discretion based upon the totality of the circumstances. As outlined in the Code of Conduct, members of MPD are instructed to avoid abusive, profane language or gestures and actions that bring disrespect upon the department or members of the community. This includes unreasonable orders, or warnings not within the lawful scope of the member's authority. These concepts are also incorporated into MPD training.



National Night Out



Camp Hero

4.4.2 TASK FORCE ACTION ITEM:

Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

Patrol officers are encouraged and expected to regularly interact with community members during non-crisis/enforcement situations. These efforts include foot patrol and appearances at community meetings/events. The Community Police Teams are assigned many of these roles as they are not tied to responding to calls for service. We do not currently have established programs for most patrol officers, so expansion of structures in this area would enhance capacities for patrol officers. Many patrol officers are assigned as a liaison role to a neighborhood association or a school, but these assignments are not held by every officer.

MPD regularly analyzes overall patrol workload and attempts to staff patrol in a way that provides officers with time for proactive activities. Officers are encouraged to engage in community interactions outside of responding to calls for service.



Black Youth Academy





Vera Court Airport

4.5 TASK FORCE RECOMMENDATION:

Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

Neighbors regularly contribute in problem solving efforts, helping to define underlying root causes of problems. They also participate in solutions both in recommendations, and neighborhood responses to problems. One of the main functions of Neighborhood Officers, Neighborhood Resource Officers and Community Policing Teams is to work with residents in problem solving activities.

4.5.1 TASK FORCE ACTION ITEM:

Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

MPD district commanders routinely appear at community/neighborhood meetings, and regularly schedule public meetings on specific issues. Chief Koval regularly schedules community forums in the community. These forums are held in a variety of geographic locations to maximize their accessibility to all neighborhoods and citizens. These efforts will continue.

4.5.2 TASK FORCE ACTION ITEM:

Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

Continue with current efforts. The Madison Police Department engages youth and communities in joint training through our Youth and Citizen academies; Explorer Post 911 program; Ride-Along program; and participation in City Neighborhood Resource Teams and other community-based action teams.

This process is ongoing and will continue with the programs mentioned above in addition to exploring new ways that MPD can engage youth and communities through joint training opportunities and quality of life teams. Recent initiatives developed through our CORE Team described earlier include participation in Big Brothers and Big Sisters of Dane County; engaging with youth through our partnership with Madison School & Community Recreation (MSCR) in their after school programming; and facilitating community conversations through our Fireside Five-O outreach program.

4.5.3 TASK FORCE ACTION ITEM:

Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

The Chief regularly meets with other law enforcement leaders and community leaders of color to collaboratively develop crime prevention strategies and agency policies as well as to solicit input on policing issues.

In 2017, a Police-Community Advisory Board was successfully piloted and tracked in the South District. This "PCAB" has provided additional opportunities for the MPD to share and receive community input and feedback on crime-fighting strategies and problem solving initiatives. MPD hopes to expand similar programs to the other police districts beginning in 2018.



Community Engagement

**4.5.4 TASK FORCE ACTION ITEM:
Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.**

MPD attends staff meetings on future development projects within the City. Information is shared with the affected district so that further input and collaboration can occur on the project proposal. MPD also participates in the Neighborhood Resource Teams (NRT) throughout the City.



Chief's Community Forum

4.6 TASK FORCE RECOMMENDATION:

Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

MPD has solid procedures for addressing the victimization of children, as childhood trauma and victimization is a strong marker for a child being at future risk of victimization, or becoming a perpetrator. Children subjected to extreme family violence are at a significantly higher risk for developing behaviors that later subject them to arrest.

MPD works with non-profits and other agencies who work with at risk youth and families to address their needs. Programs like "Project Giving Hope" where MPD partners with a number of agencies to provide services to families staying in hotel rooms long term.

In 2017, MPD created a Special Victims Unit which is comprised of a team of six detectives, all with expertise in crimes involving child victimization. This group is able to more effectively and efficiently investigate these types of crimes and enhances our partnerships with key service providers. In 2016, MPD also joined the Wisconsin Internet Crimes Against Children Task Force which investigates child victimization involving suspects utilizing the internet.

School professionals have the expertise and training to develop solid policies that provide for the best safe learning environment that is grade, age and ability appropriate. School discipline policies are governed by the MMSD School Board, an elected citizen committee, and administered by the Superintendent of Schools. MMSD has solid policies in place that address the concerns related to the use of criminal justice solutions for school discipline. The Behavior Education Plan (BEP) is an example of these efforts.

In 2017, all sworn MPD personnel attended an in-service training involving trauma informed care, including the discussion of Adverse Childhood Experiences (ACES) and the corresponding impact of childhood trauma on children (and adults). The training also included discussion of how experiencing childhood trauma may affect an individual's interaction(s) with law enforcement. The training was provided by State of WI subject matter experts.

4.6.1 TASK FORCE ACTION ITEM:

Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

Continue with existing collaborative efforts (Dane County Community Restorative Court, YWCA Circles, TimeBank Peer Court, Briarpatch Youth Peer Court, etc.). MPD supports MMSD's efforts through the implementation of the BEP. Educational Resources Officers (ERO's) have also been instrumental in the implementation of procedural justice teen courts in our high schools.

4.6.2 TASK FORCE ACTION ITEM:

In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

MPD and the Madison Metropolitan School District (MMSD) philosophically agree that student suspensions and expulsions should be reserved for only the most serious cases.

4.6.3 TASK FORCE ACTION ITEM:

Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

MPD worked with the staff of LaFollette High School to implement a peer court process for addressing delinquent behavior by juveniles. The Madison Municipal Court started a similar peer court at Memorial High School. Versions of the Municipal Court programs are still in place today. The MMSD has now expanded the Dane County Timebank "peer court" model, started at LaFollette High School, to all four MMSD high schools. MPD ERO's help facilitate the high school "peer courts," but it is Dane County Timebank staff and "peer court jurors" (e.g. high school youth) who hear and review cases, and impose community service on those youth who appear before the youth court. Additionally, when issues at our schools have not been effectively resolved by a "peer court," MPD ERO's have worked with the Dane County Restorative Court to assist with group interventions and additional restorative justice efforts.



Community Engagement

4.6.4 TASK FORCE ACTION ITEM:

Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

MPD's Educational Resource Officers do this work now, in partnership with MMSD staff.



Skating with a Cop

4.6.5 TASK FORCE ACTION ITEM:

Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

Corporal punishment is expressly prohibited, and schools do not use electronic control devices.

4.6.6 TASK FORCE ACTION ITEM:

Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

MPD works closely with MMSD to respond to individual incidents in the most effective manner. Police and school officials collaborate to determine the best outcome in any particular incident.

4.6.7 TASK FORCE ACTION ITEM:

Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

The MPD Criminal Intelligence Section (CIS) receives notifications when juveniles are released from the Wisconsin Department of Corrections when appropriate. Upon receipt of the notifications, the information contained in them will be turned over to the MPD Gang Unit who will contact Dane County Human Services about the respective juveniles. When it is determined where the juvenile will be living, contact will be made with appropriate district staff and neighborhood officers to share information about the juvenile's release. District personnel and the Gang Unit will work in conjunction to support the juvenile's reintegration into the community.

4.6.8 TASK FORCE ACTION ITEM:

Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

MPD Educational Resource Officers operate within the schools following guidelines articulated through a contract between MPD and MMSD. In addition to this contract, MPD and MMSD have established procedures that outline police contact, interviews, investigations, searches, seizures, and arrests of juveniles within the school environment.

4.6.9 TASK FORCE ACTION ITEM:

The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

MPD supports the elimination of zero tolerance strategies that do not allow for discretion or the application of individual judgement.

4.7 TASK FORCE RECOMMENDATION:

Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

MPD Youth Academies serve this role. There is an opportunity for expanded joint programming with agencies that serve youth in the community.

4.7.1 TASK FORCE ACTION ITEM:

Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

MPD hosts numerous programs for youth around sporting events (football, basketball, and fishing). We also host the youth academies in the summer. MPD participates in school reading programs, and other Madison School and Recreation programming.



Girl Scouts

4.7.2 TASK FORCE ACTION ITEM:

Communities should develop community and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

The Madison Metropolitan School District has developed comprehensive programs to address these issues. MPD continues to support these efforts. MPD continues to work closely with the Dane County Restorative Court and is the leading referral agency for this program. In 2016, MPD has expanded the geographic scope to include all five police districts (started with only the South District) and as a result, an increase in referrals from across all of Madison occurred during 2017. The MPD also continues to collaborate with the YWCA Circles program, TimeBank Peer Court and the Briarpatch Youth Peer Court. MPD would also welcome additional community-based programs for youth.



Meeting Community Members

PILLAR FIVE

Training & Education

Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency.

Pillar 5: Training & Education

5.1 TASK FORCE RECOMMENDATION:

The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

5.1.1 TASK FORCE ACTION ITEM:

The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.

5.1.2 TASK FORCE ACTION ITEM:

The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

5.1.3 TASK FORCE ACTION ITEM:

The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

5.2 TASK FORCE RECOMMENDATION:

Law enforcement agencies should engage community members in the training process.

Community representation, instruction, and feedback opportunities have been incorporated into MPD pre-service and in-service training for many years. We have worked with community partners, individuals, and other social service providers in creating and presenting curriculum.

MPD has recently created new opportunities for community involvement in training exercises. As an example, recent pre-service academies have incorporated on-site visits to the United Way, Centro Hispano, Dane County Boys and Girls Club, and other local community centers. In addition, discussion, and curriculum consultation has been coordinated with identified representatives of the African American, Hmong, and Latino communities. This strategy will remain an ongoing initiative with opportunities to expand within the Agency.

MPD continues to provide a Cultural Competence Day during the Academy—an array of External Stakeholders will come in; each will have a set amount of time to answer a prepared question (everyone had the same question) after which the community stakeholders and the recruits will have a working lunch and engage on a one to one basis.

For the Fall MPD 2017 In-service, outside community presenters provided the training content, and delivery in three major sections. We will continue to work to find quality engagement in the training process.



MPD Officers

5.2.1 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

5.3 TASK FORCE RECOMMENDATION:

Law enforcement agencies should provide leadership training to all personnel throughout their careers.

Leadership curriculum materials were updated to include the guardian mindset and the Chief's expectations for leadership. The pre-service academy work was implemented in the most recent academy, and planning is underway for more advanced learning sections. In addition to other specialized training options that may be available, MPD has committed to continued participation with the Wisconsin Command College and the Wisconsin 1st Line Supervisor Course. In addition, MPD has committed to sending selected command staff to other programs such as Northwest School of Police Staff and Command or the FBI national Academy.

5.3.1 TASK FORCE ACTION ITEM: Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

5.3.2 TASK FORCE ACTION ITEM: The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

5.3.3 TASK FORCE ACTION ITEM: The U.S. Department of Justice should support and encourage cross-discipline leadership training.

5.4 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

5.5 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

5.6 TASK FORCE RECOMMENDATION:

POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

For the pre-service academy, MPD utilizes an enhanced State of Wisconsin Law Enforcement Standard Bureau (LESB) curriculum in "Relational Skills" in addition to their curriculum in "Crisis Management" training. Our comprehensive CIT curriculum includes an introduction to major mental illnesses and associated behaviors, and the challenges of providing policing services to people with mental illness, dementia, or developmental disabilities. It also includes a review of relevant state statutes, information about available community resources, a mental health consumer/advocate panel, suicide prevention, emphasizing de-escalation throughout. The learning environment incorporates both classroom and scenario based skills application.

In addition to our pre-service training, MPD conducts annual CIT training at our Training Center for police agencies throughout Dane County and other surrounding counties.

In 2015, MPD initiated a Mental Health Officer (MHO) Program in each District. These officers work directly with field personnel. In 2016, we added a Journey Mental Health Crisis Worker to co-locate in our department and work directly with officers in responding to mental health related incidents. MPD is committed to providing continuing training in the area of mental health and crises intervention protocol for all personnel.

In 2010, MPD was chosen by the Bureau of Justice Assistance/Council of State Governments Justice Center as one of six model programs in the country for our specialized police response to people with

MPD Officers



mental illness. Through our designation as a learning site in this police-mental health collaboration project, we provide technical assistance and training to other law enforcement agencies locally and across the country who are working to develop a specialized police response program in their respective organizations.

5.7 TASK FORCE RECOMMENDATION:

POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

The WI LESB requires that twenty-four hours of instruction be devoted to Professional Communications curriculum known as PCS. MPD pre-service academy recruits receive 26 hours of PCS instruction. However, these concepts and skills are incorporated throughout all training segments whenever possible. Every citizen contact involves effective communication skills, so PCS is integrated into all subjects whenever possible, and incorporated into numerous scenario training opportunities. Appropriate social interaction expectations with community members is reinforced throughout the pre-service academy as well as extensive field training experience.

In 2017 MPD in-service focused on improving communication with special populations, including those requiring language interpretation services, the deaf community, and those whose lives have been shaped by traumatic experiences. These topics reinforce the material trained in aspects of the pre-service Academy, and reflect our shared values.

5.8 TASK FORCE RECOMMENDATION:

POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

Officers in the pre-service academy receive training related to addiction including alcoholism and drug use and its effect upon individuals, families, and the community. Community wide resources are also discussed.

Recent in-service and specialized training topics have covered the issues related to heroin and opiate addiction, and the impacts to public safety.



Special Events Team (SET)

MPD is currently working on a grant related to addiction, the Madison Area Recovery Initiative (MARI) Training on the grant and addiction were provided at the Spring 2017 MPD In-service. In addition, the Academy recruits were trained on these concepts and MPD's MARI program. This training was reinforced at the Field Training Officer (FTO) level. FTOs are expected to reinforce the use of the MARI resources as new officers are trained in the field.

5.9 TASK FORCE RECOMMENDATION:

POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

The State of WI LESB requires eight hours of cultural competency training for new officers. The MPD pre-service academy receives twenty-eight hours of curriculum related to cultural competency and implicit bias. This training is continued via in-service requirements as well as optional specialized training. Community members/organizations have frequently been utilized, as well as professional academics that specialize in implicit bias research. It is recognized that addressing human implicit bias takes life-long learning.

5.9.1 TASK FORCE ACTION ITEM:

Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

These recommendations have long been incorporated throughout pre-service and in-service training. Optional specialized training opportunities have been made available as well. Community members/organizations have frequently been utilized.

In November of 2015, MPD provided a new 4 hour block of unconscious bias in-service training for all commissioned personnel. This training profiled African American history in context to policing in the US. It was developed and delivered by diverse officers within the department who have committed to providing cutting-edge, relevant training in this area.

Developing trust/improved relations with all community members is an ongoing commitment and not a one-time initiative or training session. It is MPD's intent to consistently utilize community members to partner in providing/assisting with future training endeavors.

In 2017 the Management team and the Training team received a two-hour training on Gender Identity. The training focuses on the issues faced by the trans population, as well as presenting strategies to ensure that we are communicating in an understanding and respectful manner. This training will be offered department-wide at the Spring 2018 In-service.

5.9.2 TASK FORCE ACTION ITEM:

Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

MPD incorporates implicit bias and cultural competence training in both pre-service and in-service contexts. The training is provided for all pre-service academy students and has been made mandatory for all commissioned employees at in-service training. All City employees must also attend "Harassment in the Workplace" training when they begin with the agency, and then every three years.

5.10 TASK FORCE RECOMMENDATION:

POSTs should require both basic recruit and in-service training on policing in a democratic society.

Pre-service academy students receive WI LESB curriculum training regarding the *Fundamentals of Criminal Justice* as well as over forty hours of *Constitutional Law* taught by Chief Koval, who has a law degree. MPD also provides training in Ethics, with discussion on the appropriate uses of police power.

Future trainings will focus not just upon how the courts have allowed police to act, but rather focus on the legal, moral, and ethical way we should police our community. A lecturer from the UW Law School Innocence Project also presents at the Academy. During the Interview block of instruction pertinent research influenced by the Innocence Project (the fallibility of eye witness identification) was presented to the 2017-18 recruit class.



2015 Recruit Class Graduation

5.11 TASK FORCE RECOMMENDATION:

The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

The City of Madison through the labor agreement with the Madison Professional Police Officers Association provides an educational incentive program for undergraduate and graduate degrees, as well as tuition reimbursement for approved courses.

MPD values higher education. Currently, 73.6% of all commissioned personnel have obtained a bachelors degree, and 17.4% have a Masters Degree or higher. MPD will continue to recruit at four year institutions and will continue to offer educational opportunities for all employees.

5.11.1 TASK FORCE ACTION ITEM:

The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

5.12 TASK FORCE RECOMMENDATION:

The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

5.13 TASK FORCE RECOMMENDATION:

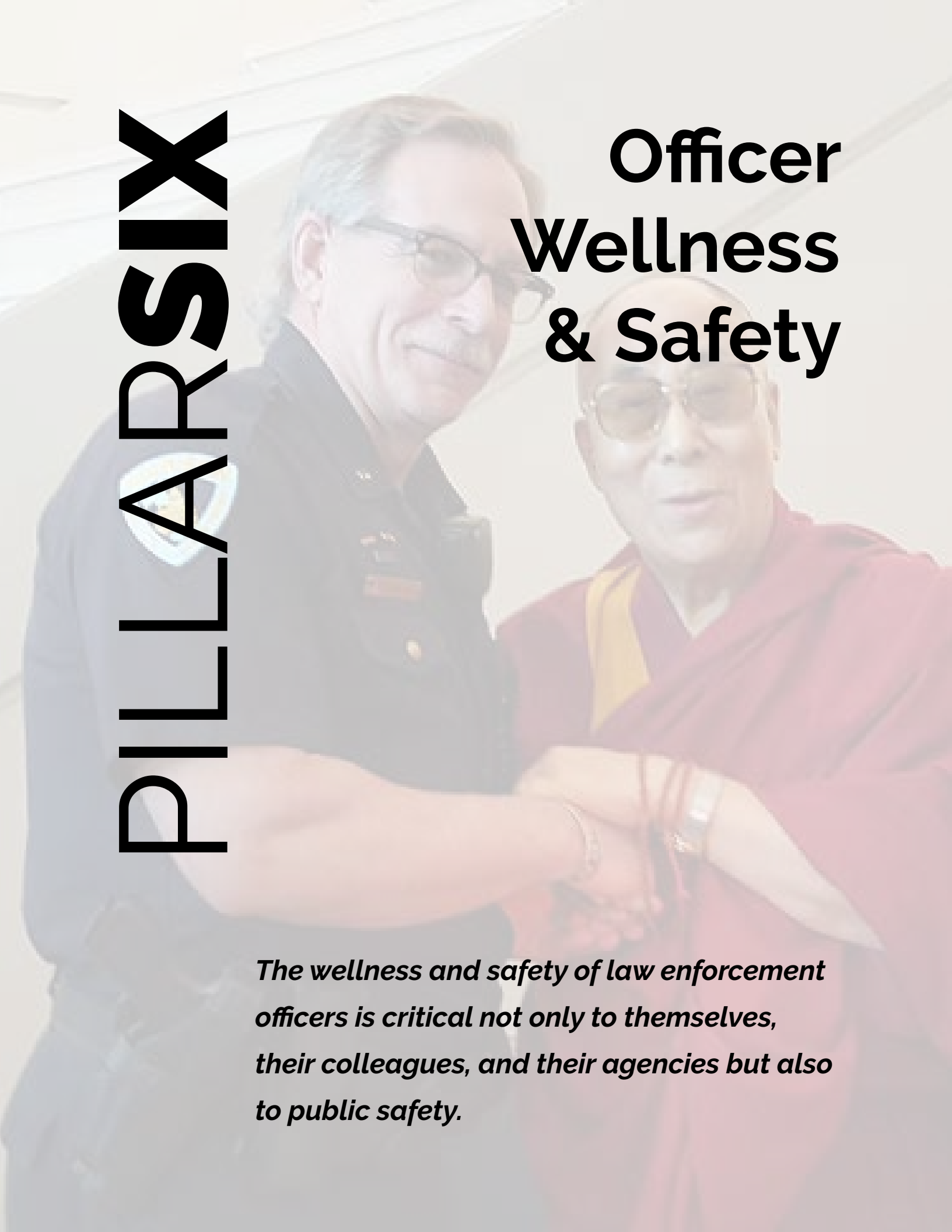
The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

5.13.1 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

5.13.2 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.



PILLARSIX

Officer Wellness & Safety

The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety.

Pillar 6: Officer Wellness & Safety

6.1 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

6.1.1 TASK FORCE ACTION ITEM:

Congress should establish and fund a national “Blue Alert” warning system.

6.1.2 TASK FORCE ACTION ITEM:

The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

6.1.3 TASK FORCE ACTION ITEM:

The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.

6.1.4 TASK FORCE ACTION ITEM:

Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

6.2 TASK FORCE RECOMMENDATION:

Law enforcement agencies should promote safety and wellness at every level of the organization.

MPD has long provided Critical Incident Stress Management programs to include critical incident defusing and debriefing, as well as internal and external Employee Assistance Program supports for commissioned and civilian employees and their families. The Peer Support Officer program is a part of this effort, and contributes to fulfilling aspects of the procedures. See MPD's Critical Incident Stress Management SOP.

Our Officer-Involved Critical Incident procedure addresses the unique concerns of officers and employees who have been involved in a critical incident as a witness,



Mental Health Training

victim, or other involved party rather than as a first responder to an incident that has already occurred. This procedure adds to our existing CISM and Peer Support Program measures by requiring consultation with a trauma specialist at regular intervals over a 5-year period, providing a designated Critical Incident Partner to support the involved officer or employee that allows for administrative leave with time to address any ongoing post-traumatic issues that may arise, and build in to the process return to duty strategies. See MPD's Officer Involved Deaths and Other Critical Incidents SOP.



Mental Health Training

MPD continues to work with our City Employee Assistance Program (EAP) coordinator to develop and provide training in the area of officer resiliency. A number of resiliency-based programs exist that help educate officers about the stress reactions to trauma and other critical incidents that many first responders experience. In conjunction with EAP staff, our Peer Support Team will explore these resiliency training offerings and take steps to provide this type of training to our personnel.

MPD's training staff has previously piloted mindfulness meditation education and exercises at an in-service training for all commissioned officers. MPD staff is currently working with the Center for Investigating Healthy Minds here in Madison to further explore and research the benefits of mindfulness mediation practices within policing.

6.2.1 TASK FORCE ACTION ITEM:

Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.

6.3 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

6.3.1 TASK FORCE ACTION ITEM:

The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).

6.4 TASK FORCE RECOMMENDATION:

Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

All commissioned employees are provided ballistic body armor (vest) with the City contributing funds for a new vest every five years. Commissioned personnel are provided a uniform account from which tactical first aid equipment, that has been approved and trained, may be purchased. Naloxone is issued to all commissioned personnel. Tourniquets are also issued to all employees and have been used multiple times in the field performing life saving measures. MPD recognizes the need and will continue to provide high quality tactical first aid training. Ideally, in the future, MPD will make strides in providing additional equipment to officers in the field.



Dalai Lama



Dalai Lama

6.4.1 TASK FORCE ACTION ITEM:

Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.

6.4.2 TASK FORCE ACTION ITEM:

Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

6.5 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

6.6 TASK FORCE RECOMMENDATION:

Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

The department’s *Guidelines for the Operation of Emergency Vehicles SOP* directs the use of safety belts.

In addition MPD has incorporated the “Below 100” Program which promotes seat belt use, safe driving behavior, and the wearing of body armor. This has been incorporated at all pre-service training, supervisory training, and through specialized training.

6.7 TASK FORCE RECOMMENDATION:

Congress should develop and enact peer review error management legislation.

6.8 TASK FORCE RECOMMENDATION:

The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

Implementation

Implementation

7.1 TASK FORCE RECOMMENDATION:

The President should direct all federal law enforcement agencies to review the recommendations made by the Task Force on 21st Century Policing and, to the extent practicable, to adopt those that can be implemented at the federal level.

7.2 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should explore public-private partnership opportunities, starting by convening a meeting with local, regional, and national foundations to discuss the proposals for reform described in this report and seeking their engagement and support in advancing implementation of these recommendations.

7.3 TASK FORCE RECOMMENDATION:

The U.S. Department of Justice should charge its Office of Community Oriented Services (COPS Office) with assisting the law enforcement field in addressing current and future challenges. For recommendation 7.3, the COPS Office should consider taking actions including but not limited to the following: Create a National Policing Practices and Accountability Division within the COPS Office. Establish national benchmarks and best practices for federal, state, local, and tribal police departments. Provide technical assistance and funding to national, state, local, and tribal accreditation bodies that evaluate policing practices. Recommend additional benchmarks and best practices for state training and standards boards. Provide technical assistance and funding to state training boards to help them meet national benchmarks and best practices in training methodologies and content. Prioritize grant funding to departments meeting benchmarks. Support departments through an expansion of the COPS Office Collaborative Reform Initiative. Collaborate with universities, the Office of Justice Programs and its bureaus (Bureau of Justice Assistance [BJA], Bureau of Justice Statistics [BJS], National Institute of Justice [NIJ], and Office of Juvenile Justice and Delinquency Prevention [OJJDP]), and others to review research and literature in order to inform law enforcement agencies about evidence-based practices and to identify areas of police operations where additional research is needed. Collaborate with the BJS to establish a central repository for data concerning police use of force resulting in death, as well as in-custody deaths, and disseminate this data for use by both community and police; provide local agencies with technical assistance and a template to conduct local citizen satisfaction surveys; compile annual citizen satisfaction surveys based on the submission of voluntary local surveys, develop a national level survey as well as surveys for use by local agencies and by small geographic units, and develop questions to be added to the National Crime Victimization Survey relating to citizen satisfaction with police agencies and public trust. Collaborate with the BJS and others to develop a template of broader indicators of performance for police departments beyond crime rates alone that could comprise a Uniform Justice Report. Collaborate with the NIJ and the BJS to publish an annual report on the "State of Policing" in the United States. Provide support to national police leadership associations and national rank and file organizations to encourage them to implement task force recommendations. Work with the U.S. Department of Homeland Security to ensure that community policing tactics in state, local, and tribal law enforcement agencies are incorporated into their role in homeland security.

