

Madison Police Department's Trust-Based Initiatives and Collaborative Efforts with Madison's Diverse Community

Introduction – Chief Noble Wray

The following strategic planning document, “Madison Police Department’s Trust-Based Initiatives and Collaborative Efforts with Madison’s Diverse Community,” reflects our long-standing commitment to address racial disparities in the criminal justice system. It is important to note that this document just captures a snapshot of a multifaceted response that this agency has had over several years. The concern over racial disparities is important to the department and community and is fundamental to our philosophy and core components of community oriented policing which entails building trust, problem solving, and constant improvement. The Madison Police Department is a dynamic and diverse organization poised to continue to address the issue of racial disparity because of its basic four beliefs.

- We believe in creating a safe community through the pursuit of justice while safeguarding the Constitutional rights of all our citizens.
- We believe that providing public safety to the citizens of Madison and reducing racial disparities are not mutually exclusive. It is critical for law enforcement to provide leadership in this area because it promotes trust and confidence in police and actually improves public safety.
- We believe and acknowledge that racial disparities exist and that they have an adverse impact on the delivery of police service. More importantly, that we are proactive in addressing the factors that contribute to disparities in the criminal justice system.
- We believe and understand that this is a complex community-wide issue requiring a comprehensive response. In order to promote fair and impartial policing, we must have a broad array of responses which include: policies and procedures, recruitment and hiring, leadership and supervision, data collection and accountability and community outreach to diverse communities.

History

The Madison Police Department (MPD) has a long history of being a leader in addressing the racial and cultural disparities often found in our criminal justice system, and our society. Recognizing that disparities do exist and those in law enforcement play a vital role in changing those disparities is part of our commitment to fair and impartial policing that emphasizes building and maintaining trust with *all* citizens in our

community. For decades the MPD has subscribed to the philosophy of community oriented policing that engages our citizens while working collaboratively with them to preserve and improve the quality of their life. Initiatives such as Neighborhood Officers (1986), Educational Resource Officers (1994), Community Policing Teams (2004), Crime Prevention Gang Officers (2010) and decentralized stations (1988,1997, 2000, 2002, 2006) has allowed the department to get closer to the citizens, thus allowing us the opportunity to see things from their perspective and work in partnership with those we serve.

The department's leadership and participation with such notable initiatives as the City of Madison's Task Force on Race (1997), African American and Latino Traffic Safety Summit (2004, 2005), the grass roots creation of Madison Police Department's Amigos En Azul Team (2004), Traffic Stop Forums (2005), Governor's Task Force on Race (2008), Dane County Task Force on Racial Disparities in the Criminal Justice System (2008, 2009), and the Juvenile Justice Disproportionate Minority Contact Arrest and Confinement Committee and Solution Implementation teams (2003, 2010) further demonstrate its commitment to being an integral part of the dialogue and actions that positively address the issue of racial disparity and discrimination. Other accomplishments achieved in this area include, but are not limited to; requiring all officers to hand out business cards upon request (1999); traffic stop data collection (1st in the state 2000); policy restrictions on searches (2001); complaint process revisions (2001, 2009); "You and the Law" brochures (2002); Community within a community forums (2003); Introduction of in-car video(2005);

The Madison Police Department has created an internal ethic that values diversity. These values have consistently been implemented in our recruitment, hiring process, promotional processes, in the composition of work groups and committees, and in our ongoing education and discussion in our pre-service academies, promotional academies and annual in-service trainings. Just some of the training we have sponsored and conducted include; Race and Suspicion (2000), Hispanic Subcultures (2000), Spanish for Cops (2000), Muslim/Islam Cultural Awareness (2003), Unconscious Bias (2006), Racially Biased Policing (2008) YWCA Racial Justice Summit (2008, 2009, 2010) Furthermore, MPD continues to be a leader in hiring, promoting and retaining people of color in our workforce. Currently over 19% of commissioned staff and almost 17% of all MPD employees are people of color. We also continue to have the highest percentage of women in our department in the country (Currently over 32% - 2010).

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. We recognize that our work in reducing disparity is never complete and we commit to those actions that contribute to all members of our community being treated with dignity, respect and equal protection and representation. We must challenge ourselves to keep the issue of cultural and racial disparities in front of us as we continue to police in our free society. It is what we expect of ourselves and what is expected of us.

The following is the department's current strategic planning document that continues to serve as a working document in our efforts to keep the issue of cultural and racial disparity in the forefront as we continue to work in partnership with all stakeholders committed to this issue. We recognize that this document is not inclusive of all that we do in this area, but instead serves as a template in our efforts to make a difference in reducing and eliminating racial and cultural disparities.

MADISON POLICE DEPARTMENT STRATEGIC PLANNING EFFORTS TO REDUCE RACIAL DISPARITIES IN THE CRIMINAL JUSTICESYSTEM

Community Outreach and Agency Collaborations		
Initiatives and Recommendations	Status	Next Steps
<p>A Neighborhood-based policing model continues to be one of the cornerstones of the Madison Police Department's operating philosophy. MPD is committed to continue and expand, whenever possible, this practice of community policing.</p>	<ul style="list-style-type: none"> • The Madison Police Department has practiced Neighborhood Policing since 1986. • 13 Neighborhood Officers are currently assigned to diverse Madison communities • Other areas that have contributed to this model of policing include Community policing Teams, Educational Resource officers, Crime Prevention Gang Officers, Safety Education Officers, Liaison Officers and physically decentralized stations. 	<p>The Operations Team assesses the need for additional Neighborhood Officer positions and Community Policing Team members annually. There is a pilot program taking place with the expansion of a Safety Education Officer in a middle school in 2009 and 2010. Additional decentralized stations are included in future budget requests.</p>
<p>The Madison Police Department, along with its IT (Information & Technology) staff continues to use existing resources effectively by cooperating with IT staff from other agencies in the state, the Office of Justice Assistance, and technical advisors from universities, private or nonprofit foundations, or agencies in other states.</p>	<p>MPD continues to work cooperatively with local, County, State and Federal agencies</p>	<p style="text-align: center;">On-going</p>
<p>The Madison Police Department continues to recognize the importance in creating an ongoing forum for dialogue on issues around race and culture among staff and members of the community to build bridges and break down barriers of misunderstanding. In doing so, MPD routinely collaborates with organizations that work with people of color and invite their participation on decisions that will substantially impact their constituents.</p>	<p>MPD routinely participates in numerous community forums on race-related issues involving community members, neighborhood groups, outside organizations and other stakeholders ;e.g., Juvenile Justice DMC Solutions Implementation Conference, A Call to Action - LaFollette Hate/Tolerance Initiative, YWCA Racial Justice Summit, Community Within a Community meetings; radio presentations on La Movida radio; participation in cultural community events (Fiesta Hispana, Africanfest, Hmong New Year celebration, Juneteenth Day celebration,</p>	<p style="text-align: center;">On-going</p>

	Mexican Independence Day, 100 Black Men backpack give-a-way, Latino Health Fair, Muslim Dinner, etc.)	
The Madison Police Department understands the need and benefit of engaging communities and neighborhoods impacted by changes in department policies, laws, ordinances or initiatives. MPD is committed to proactively involving communities and neighborhoods through the use of meetings, constructive dialogue or written impact statements whenever these issues arise.	It is currently the operational practice at MPD to engage community members and other stakeholders whenever possible prior to implementation of new laws, policies, ordinances or initiatives (e.g., Taser policy, immigration policy, loitering ordinance, curfew ordinance, traffic initiatives, ICE initiative, etc.). MPD also routinely practices neighborhood engagement immediately after critical incidents to inform residents about what took place and the police response.	This practice should continue and should be included as a written procedural piece in all operational plans when possible. The impact statement would not be limited to race/ but could also discuss neighborhood impacts of the operational strategy.
The Madison Police Department is sensitive to the need to identify and provide accurate and professional translation services to our community. MPD is committed to working with the city of Madison Department of Civil Rights to provide professional certified translation services whenever necessary.	MPD continues to work with the Department of Civil Rights on the issue of translation	On-going
The Madison Police Department understands and appreciates the benefit of working closely with communities of color within our city. As a routine, MPD will continue to reach out and partner with individuals and communities of color in an effort to continue to build trust between the police department and the community.	MPD's Amigos En Azul, active since 2002, is an outreach program for the Latino community. In 2010 a supervisory support structure was created, and similar initiatives are now underway under a new "Community Outreach" initiative which includes a variety of cultures (Hmong, African Immigrant, Muslim, Hispanic, etc.) within Madison. In 2011, MPD officers of Amigos En Azul attended the Juneteenth Celebration at Penn Park, presented safety information in Spanish and English at Culture Kids of Madison, and attended a presentation on youth programs at Centro Hispano. Officers from MPD, Fitchburg, Maple Bluff and UW, held the first Youth Academy, which walked the kids through the	On-going

	<p>process of becoming a police officer and the court system.</p> <p>Also in 2011, various officers attended meetings, festivals and celebrations that sought to improve relations with the African Immigrant, Muslim Turkish, and Hmong communities. Officers attended the African Family Picnic, Africa Fest, the Niagara Foundation Annual Dialogue Dinner, and participated in a “Breaking of the Fast Dinner” (Ramadan Iftar) with the Muslim Community. Officers also gave a presentation on immigration and other topics to the Hmong community and attended the Asian Fair.</p>	
<p>In an attempt to continually seek out and implement alternate strategies for addressing the problem of illegal drug dealing, that have worked well elsewhere, the Madison Police Department will explore the use of the High Point Model as an effective tool in dealing with this issue here in Madison.</p>	<p>A Focused Deterrence policing philosophy (similar to the High Point Model) has been implemented by MPD. The Special Investigations Unit (SIU) and the Crime Prevention Gang Unit (CPGU) are both employing the principles and practices of focused deterrence. SIU conducted a large scale Notification meeting on 11/8/11 which involved a collaboration among Law Enforcement, Prosecutors and Community service providers who all directly addressed 10 violent repeat offenders with significant criminal histories, offering them an opportunity to end their criminal behavior through the access to community resources and personal assistance. SIU will hold these notifications 3-4 times per year.</p>	<p>The U.S. Attorney’s Office has nominated the SIU for a federal grant and determination of award is pending.</p>
<p>The Madison Police Department continues to be committed to working closely with mental health professionals and other stakeholders in an effort to respond most effectively to situations involving individuals experiencing a mental health crisis.</p>	<ul style="list-style-type: none"> • MPD has 17 District Mental Health Liaison Officers and 1 Program Coordinator. • MPD representative on the Board of Directors for NAMI Dane County. • MPD representative served on the Crisis Stabilization Delegation which led to the RFP to establish a hospital/jail diversion facility. • Ongoing collaboration with the Mental Health Center of Dane County. • MPD participation in the Criminal Justice/Mental 	<p>On-going</p>

	<p>Health Interface group.</p> <ul style="list-style-type: none"> • Working to improve information sharing with the department as well as partner agencies. • Ongoing training at pre-service and in-service. • Upcoming presentation to the Governor’s Council on Mental Health. • Partnership with NAMI to include annual participation in the NAMI walks fundraiser. • MPD representative serving on the Delegation to Improve Behavioral Health – United Way. • MPD was selected as one of six Law Enforcement/Mental Health National Learning Sites. • Updated MPD website to include a section on the Mental Health Liaison Program. • Conducted a presentation regarding providing services to persons with mental illness at the International Crisis Intervention Team (CIT) Conference. • Participated in a data collection “think tank” at the Council of State Governments (Dane County). • Participated in numerous meetings on Capitol Hill in Washington DC with key legislators to discuss the importance of law enforcement programs aimed at providing specialized responses to persons with mental illness. • Conducted a presentation to the NAMI Board of Director’s regarding MPD’s Mental Health Liaison Program and new officer training on these issues. • Invited to present at upcoming legislative briefings at WI State Capitol to discuss MPD’s approach to providing services to people in our community with mental illness. • Development of 8-hour training open to law enforcement/mental health workers on the subject of providing specialized police responses to people with mental illness. 	
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Accountability Measures		
Initiatives and Recommendations	Status	Next Steps
In accord with the recommendations of the Governor's Commission and concerns expressed by many in public hearings, the Madison Police Department supports the collection and reporting of separate data on Hispanics, distinguished from non-Hispanic whites.	Available through the collection of IBR elements.	Completed
Through the process of receiving ongoing feedback and continual assessment, the Madison Police Department has strived to improve and standardize the citizen complaint process for our department.	Initial improvements in the complaint process took place in 2001. In addition, the processes for acknowledging received complaints and notifying complainants of the outcome of their complaints has been in effect in the Office of Professional Standards and Internal Affairs since February 2009. Acknowledging the complaint includes either a direct phone call to the complainant or a written receipt document. Notification by phone to the complainant on the outcome of the investigation is the preferred method of communication. If phone contact is not made or was not the preferred method of correspondence, then a written notice is given. The MPD web site was updated in early 2010 to provide easier access to directions on how to file a complaint.	Continue to assess MPD's complaint process and make changes as necessary
The Madison Police Department recognizes the need for clear, strong and consistent policies and practices that determine when an interpreter should be called, or telephone interpretation services should be utilized, for a person with limited English ability. MPD is committed to furthering our efforts through providing interpretation and translation services whenever possible.	MPD employees fluent in multiple languages routinely interpret these languages as a part of their daily job. MPD also routinely translates documents in Spanish and Hmong. In addition, the program "deaf link" has been deployed to all MPD briefing rooms. This is a live video interpreter system to communicate with the deaf. It is utilized by bringing a deaf individual into the room and connecting to the system, where there is a live interpreter 24/7/365.	New draft and proposal policy (10-200 Interpreters) Approved and in place by early September 2010.

<p>The Madison Police Department continues to explore and partner in viable alternatives to arrest for low-level, high discretion offenses, such as disorderly conduct, traffic violations, minor retail theft, drug use and prostitution. (Youth Court and restorative justice models are two examples of this work.)</p>	<p>3 model approach Schools Neighborhoods Citywide</p> <p>Youth Court and Restorative Justice Programs are currently in place.</p> <p>MPD introduced, and worked with the City Attorney's office, to pass C.O. violations for battery and theft. MPD routinely incorporates specific initiatives in the planning phases of all planned events that include elements that reduce the number of arrests (e.g., Rhythm and Booms, Elver Park fireworks, Juneteenth Day, Mifflin St Block Party, Halloween, etc.)</p> <p>Collaborative project with the Lapham School Work-Learn Program.</p> <p>A scholarship program to help low-income students to obtain a Wisconsin driver's license. This scholarship has been developed as a partnership between the Work and Learn Center, an alternative program of the Madison Metropolitan School District (MMSD), MPD, and the YWCA Madison. Fundraising efforts for program initiated by MMSC – October 2011</p>	<p>On-going</p>
<p>The Madison Police Department has adopted a clear policy to guide police officers' broad use of discretion in their day to day duties which includes guidelines on proper and improper factors to consider regarding when and whether to make arrests and write citations.</p>	<p>Implemented - 2009</p>	<p>In policy</p>
<p>The Madison Police Department recognizes the importance of Law enforcement agencies implementing effective data collection systems for all traffic stops and those pedestrian stops that involve a "stop and frisk," which should include the following criteria:</p> <ol style="list-style-type: none"> 1. Race or ethnicity of the person stopped; 	<p>MPD has been a State and National leader in this area. Chief Wray serves on the State Traffic Stop Advisory Committee and the department currently posts traffic stop data in their annual report.</p>	<p>MPD has gathered traffic stop data since 2003.</p>

<ul style="list-style-type: none"> Gender of the person stopped; 2. Location of stop; 3. Reason for stop; 4. Whether a consent search was requested; 5. Whether a search was conducted and if so, whether contraband was found; 6. Whether the person was asked to get out of the car/or frisked; 7. Outcome of the stop. 		
It is important that the Madison Police Department not only collect the necessary traffic stop data, but also should plan and implement independent expert analysis of the data once collected.	MPD has staff that is trained in data analysis and will be responsible for this task	On-going
The Madison Police Department continues to emphasize trust-based policing within our community in an unbiased manner. The department has created and implemented an anti-biased policy that supports this philosophy and communicates it within the department and to our community.	Implemented	In policy
The Madison Police Department understands the importance of assessing racial/ethnic equality or inequality in the treatment of accused offenders and believes this should be built into the routine processes of Dane County criminal justice agencies.	MPD staff will provide to the Chief of Police; quarterly race data. MPD Captain Vic Wahl currently serves on the Innocence Project Advisory Board – 10/2011	On-going

Personnel and Training		
Initiatives and Recommendations	Status	Next Steps
The Madison Police Department has for decades, served as a leader in our efforts to increase the representation of people of color, both as	MPD continues to be a leader in hiring, promoting and retaining people of color in our workforce (demonstrated through hiring, promotional and	On-going

<p>commissioned and non-commissioned staff within the City of Madison and the law enforcement profession. MPD will continue to maintain a leadership role in this area, placing a high value on recruiting, hiring, promoting, training and retaining a diverse workforce.</p>	<p>training processes). This continues to be a priority for MPD. Currently over 19% of commissioned and almost 17% of all MPD employees are people of color. MPD continues to offer its' expertise in the area of recruiting, hiring, promoting, training and retaining diversity to other agencies.</p>	
<p>The Madison Police Department continues to be a leader by routinely providing high quality training to address and prevent racial bias in policing and other areas of the criminal justice system. Past training conducted by the department has included a broad-based approach through offering a variety of racially-related training and cultural awareness. MPD will continue to assess their race/cultural-related training as well as continually seek out new training in this area.</p>	<p>Over the last several years, MPD has addressed numerous cultural topics through in-service and elected training sessions. Some of these training topics include, but are not limited to: Hip Hop culture, Islamic faith, Unconscious Bias, Racially biased Policing, Cultural competencies, and our Deaf Community, Immigration Policy, etc. In addition, the following areas are covered during our pre-service academy: diversity, ethics and law; implications of police decisions to arrest and prosecutorial discretion and the effects on race (field trip to Waupun Prison); wrongful convictions and the impact on the accused and the criminal justice system (UW Law School's Innocence program).</p>	<p>MPD will be continuing their partnership with University of Wisconsin Professor Patricia Devine in a study related to unconscious bias in the fall of 2010 and is in the process of bringing back Lorie Fridell to conduct State-wide training for law enforcement agencies in the State. MPD will also continue to include race/cultural-based training for all personnel. For the past 10 years, MPD has sent officers to California to participate in a Tools for Tolerance training program. In 2012 a cadre of staff will provide two hours of unconscious bias and cultural competency training to all personnel based off of the Tools for Tolerance training program. (Ongoing)</p>
<p>Encourage Criminal Justice Partners' staff to learn Spanish or Hmong. The county should provide funding to create incentives for those willing to take classes to become bilingual.</p>	<p>MPD has offered Spanish courses to its officers not only through in-service trainings but with specialized trainings. The training staff also offers basic Spanish translation during the pre-service academy to new recruits as part of the "professional communications" block of instruction. Over the last several years, we have approved numerous officers to attend Spanish courses. The most recent is a year-long on line course that officers have been allowed to participate in while on duty as time permits.</p>	<p>The training staff will continue to explore ways to assist staff in becoming bi-lingual or conversational in languages that are representative of the community we serve.</p> <p style="text-align: center;">On-going</p>

<p>The Madison Police Department acknowledges that racial disparity in the criminal justice system exists and is committed to engaging in efforts to reduce this disparity.</p>	<p>Routinely discussed at Management Team meetings and public functions by MPD Commanders and employees.</p>	<p>Remains part of our strategic planning efforts.</p> <p style="text-align: center;">On-going</p>
<p>The Madison Police Department continues to seek training on any new programs that are developed to offer alternatives to arrest.</p>	<p>As such programs are developed the MPD training staff will evaluate applicability to MPD and develop training as appropriate.</p>	<p style="text-align: center;">On-going</p>
<p>The Madison Police Department currently includes extensive training in the area of professional communications to officers, emphasizing the importance of communication during all contacts with citizens. Officers are also provided business cards, at the department's expense, with the expectation that, when asked, they be provided to citizens during any officer contact.</p>	<p>The MPD pre-service academy includes extensive training in professional communications. The Business Card Initiative was implemented in 1999.</p>	<p style="text-align: center;">On-going</p>
<p>The Madison Police Department strongly encourages all members of our department to follow the recommendations in the report issued by the Dane County Task Force on Racial Disparities in the Criminal Justice System as well as our own pro-active efforts to reduce disparity, in an effort to achieve consistency and sustainability in addressing racial disparity at the front end of the criminal justice system.</p>	<p>Part of the department's strategic planning goals</p>	<p style="text-align: center;">On-going</p>

The Madison Police Department understands that law enforcement is only one element to the complex issue of cultural and racial disparities that exist in our community. We recognize that economics, unconscious bias, conscious bias, actual rates of offenses, repeat offenders, prosecutions, sentencing, treatment and other societal factors also play a significant role. We also recognize that sustained efforts to reduce these disparities will take a collaborative approach consisting of all stakeholders. MPD stands ready to continue to take a leadership role on the issue of racial disparities, working closely with those who share this commitment and a willingness to make a positive difference in our community.