

<b>OIR's MPD Policy &amp; Procedure Report Recommendations</b>	<b>Accountability</b>	<b>Budget</b>	<b>Cooperation</b>	<b>Data</b>	<b>Policy/ Procedure</b>	<b>Racial Equity</b>	<b>Structure</b>	<b>Training</b>	<b>Transparency</b>
1: In devising a strategic plan, MPD should consider the findings and recommendation in this report to the degree they suggest paths toward further improvement and seek input and assistance in its development from all MPD employees, city stakeholders, and the Madison community.	X								X
2: MPD should continue its active role in collaborative programs that address systemic inequity, like the “Unpaid Ticket Resolution Days,” and set internal goals for accomplishing such events each year.			X			X			
3: MPD should commit to a re-energized Racial Disparity Impact Committee, and should provide both incentives for participation and continued organizational support for its efforts and specific initiatives.		X			X	X	X		
4: Through resources and other forms of messaging, MPD management should enhance its structural and philosophical commitment to the Judgment Under the Radar program as a means of reinforcing its important work.		X				X			X
5: Should future presentations by Judgment Under the Radar (or any other group) touching on bias be met with strongly negative reactions, MPD leadership should assess the underpinnings of the behavior.	X					X			
6: The City should move apace to providing a translation function for its website so that MPD’s information (as well as other City information) can be more facilely accessed and used by persons with limited English proficiency.		X				X			X
7: The CORE Team should take advantage of its centralized role in sponsoring and monitoring MPD outreach, and should work to provide rigorous analysis of individual initiatives as to their relative impact and effectiveness.				X	X		X		
8: MPD should work to effectively support and incorporate officer-driven outreach efforts within specific communities, such as Amigos en Azul, into its larger community policing strategies.		X	X		X		X		
9: MPD and the City should discuss the most efficacious way to analyze the demographic data regularly being collected on arrests, summons, and use of force.				X	X	X			
10: MPD should consider implementing the 21st Century Policing Task Force’s Action Item to make all department policies available for public review.					X				X

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11: As part of its ongoing and constructive support of an innovative program, MPD should dialogue with its criminal justice partners to consider whether restorative justice programs available for controversial high media profile incidents can be made available for similar incidents that do not rise to the same level of media attention.			X		X	X			
12: MPD should continue to constructively engage with its community by increasing its emphasis on participating in community-initiated events.			X						
13: MPD should conduct town halls and listening sessions after all critical incidents, including officer-involved shootings as follows:					X				X
In the first few days subsequent to an incident, MPD should be empathetic to any resulting death or serious injury, explain the investigative and review process, and listen to any expressions of upset or concern.			X						X
After the conclusion of the investigation, MPD should provide a public debriefing of the incident, highlighting any performance issues that were identified for improvement and reform.	X								X
14: MPD should seek to engage with its community regarding controversial events, including officer conduct that does not reflect its core values or best performance.	X								X
15: MPD should relax its uniform requirement permitting personnel to appear out of uniform on duty at appropriate community events.			X		X				
16: MPD should devise additional ways to solicit and encourage feedback from all of its communities regarding the performance of the Department.	X			X		X			X
17: MPD should devise a feedback loop for its criminal justice partners regarding the performance of its officers and the Department as a whole including the District Attorney, Sheriff, Judges, Public Defenders, Juvenile Justice Administrators, Probation Officers, and Social Workers.	X		X	X					
18: MPD should revise policy discouraging the use of family, friends, or bystanders to serve as translators, except when MPD or City resources are not available and the situation is exigent. In cases in which civilians are used as translators, the non-availability of other MPD resources should be documented.					X	X			X

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19: MPD should devise policy instructing its officers not to request social workers to provide translation services unless there is a pre-existing understanding with the social services agency that they agree to do so.			X		X	X			
20: MPD should devise ways to incentivize its bilingual officers to assist in providing translation assistance in the field, including consideration of adopting a pay differential.		X				X			
21: MPD should audit its officers' use of the City's telephonic translator program to gauge its level of effectiveness for police matters, and make suggestions for reform as needed.	X			X					
22: MPD should continue to expand its efforts to create local Captain's Advisory Groups.			X			X	X		
23: MPD should continue to dialogue with the City's Rapid Response Team to further develop a productive working relationship, and to assist in the Team's overarching objective of enhancing trust and providing additional services to the community victimized by a major crime.			X						
24: MPD should implement the Special Community/Police Task Force Recommendation to conduct random reviews of footage to evaluate officer performance.	X			X					X
25: MPD should implement the Special Community/Police Task Force Recommendation to train detectives and officers in the use of trauma- informed interviewing skills.		X			X			X	
26: MPD should implement the Special Community/Police Task Force Recommendation to explore Scotland's de-escalation methods and the United Kingdom's national decision-making model for police, and adapt these concepts productively to its own policing challenges.		X			X			X	
27: MPD should continue to consider and review the Special Community/Police Task Force Recommendations to further integrate them into MPD culture, and to embrace the spirit and underlying rationale with which they were made.	X				X			X	
28: MPD should continue to work with the City, County and its members to recognize crime as yet another danger to public health and to develop further strategies of prevention and remediation consistent with the model.			X						
29: Consistent with this Report, MPD should develop formal mechanisms whereby a broader group of community stakeholders are brought into the selection process for special assignment officers.			X			X			X



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43: MPD's executive leadership should pursue ways to utilize its neighborhood officers in developing, facilitating, and measuring specific problem-oriented policing projects.			X				X		
44: MPD should commit to a newly robust and collaborative engagement with the City of Madison's Neighborhood Resource Teams in establishing new goals and performance measures for proactive problem solving.			X				X		
45: With regard to field assignments MPD should find ways to take full advantage of officers identified as practicing problem-oriented policing, such as having them provide modeling opportunities, be involved in training community policing concepts and otherwise effectively export their policing strategies to other officers.			X					X	
46: MPD should evaluate the substantive work of its individual Community Policing Teams, and consider changing the name of the team(s) as needed to better reflect their work.	X			X			X		X
47: MPD should have the CPT officers prepare daily logs of their activity.	X			X	X				X
48: MPD should regularly review the activity of its Educational Resource Officers to determine whether the appropriate balance between prevention, problem oriented policing, and enforcement is being achieved.	X			X					
49: MPD should work with school district administrators to ensure congruity of purpose with regard to mission and responsibility of EROs in the school setting.			X						X
50: In selecting EROs, MPD should broaden its selection process to include faculty, juvenile justice partners, and student leaders.			X			X			
51: MPD should regularly seek input from school stakeholders and juvenile justice partners in evaluating the performance of its EROs on at least an annual basis.	X		X	X					
52: MPD should collaborate with the school district in better communicating to the public the range of services it provides in the individual high schools.			X						X
53: MPD should closely review arrest and citations issued by EROs to ensure that officers appropriately use their discretion and do not unnecessarily enter juveniles into the criminal justice system.	X			X		X			
54: MPD should develop a Field Training Officer program for its newly assigned EROs in order to foster transfer of skills and orientation of high functioning outgoing officers.							X	X	



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64: MPD should amend its SOP on Mental Health Incidents/Crises by breaking it into separate policies that would address separate topics, and would specifically include the tactical principles the Department trains and expects its officers to employ in addressing situations involving individuals in mental health crisis.					X				
65: MPD should look for innovative ways to fill the critical gaps in its efforts to collect data on mental health contacts with police.				X					
66: The MPD Mental Health Team should develop a set of clearly-defined performance measures that can be consistently tracked and monitored to provide benchmarks for how the Department and the community define success for the mental health program.	X			X					
67: The MPD Mental Health Team should work to integrate its volunteer assistants with Department resources in a way that provides consistency in data gathering and analysis tasks.		X		X			X		
68: MPD should clarify its officer-involved critical incident SOP to ensure that, absent extraordinary circumstances, investigators should obtain a statement from involved and witness officers prior to release from shift.					X				
69: MPD should clarify its SOP on officer-involved deaths and other critical incidents to ensure that investigators obtain a statement from involved and witness officers prior to providing the officers opportunity to review any recording of the incident.					X				
70: MPD should review DCI protocols regarding contact with family members after an officer-involved shooting and integrate them into its own officer- involved critical incident protocols.					X				
71: The City and MPD should consider using the Rapid Response Team as a resource in the specific context of interacting with family members after an officer-involved shooting.			X				X		
72: MPD should create guidelines within its officer-involved critical incident SOP to address the concerns of witnesses to the incident.					X				
73: MPD should automatically conduct an administrative investigation of all officer-involved shootings and other critical incidents separate from any criminal investigation, including, at a minimum, re-interviewing involved and witness officers.	X				X				
74: If the criminal investigation has not obtained a full account of the observations of the on-scene emergency medical providers, MPD should interview them as part of the administrative investigation.	X				X				

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75: MPD should develop a robust review process after a critical incident such as an officer-involved shooting that examines the incident through the lenses of performance, training, supervision, equipment and accountability. The review process should consider pre-incident decision making and tactics, the use of force, and post-incident response, including the provision of medical care and communication with family members. The review process should include the development of a corrective remedial plan designed to identify and address any issues identified.	X				X		X		X
76: After a civil judgment or significant settlement involving MPD activity, the Department and its attorneys should convene a meeting intended to holistically review the incident and any insight learned from the litigation process itself, and should devise a public corrective action plan that addresses any policy, performance, training, supervision, investigative, and equipment issues identified during the course of the litigation.	X				X		X		X
77: The City should have regular dialogue with its police liability insurer to examine what risk management initiatives might result in lower premiums or could be funded by the insurer.			X						
78: MPD should make clear through policy and training that an officer who witnesses another officer use force is required to report it and document his or her observations in a supplemental report.	X			X	X			X	X
79: MPD should amend its force reporting protocols so that, for certain categories of force, supervisors are required to conduct a separate investigation meeting basic investigative standards sufficient for a thorough and complete review of the incident and the events leading up to it.	X				X				X
80: MPD should adopt policy requiring a supervisor to evaluate whether each use of force was within policy, as well as compliance with any other policies implicated such as the foot pursuit or de-escalation policies, with a supporting analytical narrative that also demonstrates a holistic review of all the circumstances surrounding the use of force.	X				X				X
81: In evaluating force incidents, MPD should go beyond a determination of whether the use of force met a Constitutional standard or was in consistent with Department policy, to also identify any tactical or other performance issues, and determine whether additional remedial action – such as discipline, training, or debriefing – is appropriate.	X				X				



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92: MPD should modify its ECD guidelines to prohibit ECD use on women obviously pregnant, elderly individuals, obvious juveniles, individuals on stairwells, rooftops, or other elevated positions, and bicyclists.					X			X	
93: MPD should modify its ECD guidelines to require officers to re-assess the threat posed by an individual prior to any successive ECD application.					X			X	
94: MPD should modify its ECD guidelines to preclude officers from deploying more than three ECD applications on an individual, or a prolonged single application lasting longer than five seconds					X			X	
95: MPD should modify its ECD guidelines to preclude multiple officers from simultaneously deploying their ECDs on an individual.					X			X	
96: MPD should modify its ECD guidelines to require medical clearance for all subjects on whom an ECD has been used, and to have ECD darts removed by medical personnel.					X			X	
97: MPD should amend its SOP on Foot Pursuits to fully address the safety concerns associated with chasing a suspect without communicating with dispatch, solo foot pursuits, pursuing in unfamiliar areas or after losing sight of the suspect, and chasing a suspect while not in full patrol uniform and gear.					X				
98: MPD should amend its use of deadly force policy to eliminate authorization for shooting to prevent escape, or in any situation that does not present an imminent threat of death or great bodily harm to identifiable officers or third parties.					X			X	
99: MPD should modify its prohibition on shooting at moving vehicles to make it clear that discharging a firearm at a moving vehicle is prohibited unless an individual in the car poses an immediate threat of death or serious bodily harm by means other than the vehicle, and that officers have a duty to move out of the path of a moving vehicle.					X			X	
100: The Use of Force Coordinator and executives assessing force should regularly reevaluate the SOPs governing uses of force in light of the facts and circumstances of the incidents they review, making amendments as necessary.					X				
101: MPD should engage in regular internal assessments (such as surveys) and other feedback opportunities, to ensure that issues relating to minority status within the Department are not adversely affecting individuals or groups, and to continue seeking potential remedies and reforms when such dynamics arise.	X			X	X				

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102: MPD should assess its recruit training programs and patrol deployment strategies with an eye toward supporting and taking positive advantage of the unique perspectives and life experiences of its officers of color.	X					X		X	X
103: The Madison Professional Police Officers Association should make efforts to enlist greater participation by officers of color, including in leadership positions.	X					X			
104: The City should work to revise the current agreement with the Police Association in order to provide MPD more flexibility regarding shift and location assignment of officers.	X						X		
105: MPD should reinstitute an officer performance evaluation system that collects and incentivizes progressive policing activity.	X			X					X
106: MPD should regularly audit performance evaluations to ensure that supervisors are uniformly documenting officer activity objectively and fairly.	X								X
107: MPD should change its current SOP to require presentation and signature of the consent to search forms prior to executing a voluntary search.					X				X
108: MPD should work with the City and the Professional Police Officers' Association to consider the feasibility of moving sergeants to the Association of Madison Police Supervisors.	X						X		
109: MPD training staff should work with the Dane County Department of Public Safety Communications to establish a regular schedule for teaching at the quarterly communicators' in-service training at least once a year.								X	
110: MPD should work with Dane County 911 center to develop scenario-based interagency training to better integrate the functions of patrol officers and dispatchers, particularly with regard to calls for service involving persons in mental health crises.								X	
111: When MPD convenes a critical incident review, communications issues involving dispatch should be among the topics reviewed, and in cases where the effectiveness of communications is in issue, managers from the Dane County 911 center should be invited to participate.							X	X	
112: MPD should continue to strive for a diverse recruitment and hiring program, and should regularly assess its criteria and any other hiring process to ensure there is no unnecessary exclusion of persons who otherwise might be excellent officers.						X			

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113: MPD should regularly seek input from its contract psychologists about ways to improve the background investigation process, both with respect to particular individuals' applications and more broadly on a systemic basis.			X				X		
114: MPD should engage community members at the interview stage of its promotional process.			X				X		X
115: MPD should consider modifying its Academy in order to provide students with non-police social service work exposure in the City's diverse communities prior to graduation.			X				X	X	
116: MPD should study whether the Academy class ranking system has a disparate impact on persons from diverse backgrounds.						X			
117: MPD should consider whether using Academy class rank for purposes of seniority places outsized importance on such criteria, or whether there are alternatives for determining the "seniority" of students from the same class.					X	X			
118: MPD should regularly solicit the Madison community for topics to be presented at the pre-service Academy or during in-service training.			X					X	
119: MPD should consider more frequent and regular use of training bulletins as a mechanism for training staff to more regularly communicate with officers on timely topics relating to tactics, equipment, or other issues of concern.					X			X	
120: MPD should continue to examine training protocols throughout the country and use that review to continue to improve its well-functioning training.			X					X	
121: MPD should seek, encourage, and provide additional training opportunities outside the Department, particularly leadership training for first level supervisors.							X	X	
122: MPD should provide accessible literature at its stations encouraging feedback regarding the performance of its officers, including blank complaint and commendation forms.	X								X
123: MPD should remove the 90-day limit from its SOP on investigation of complaints and investigate all complaints that allege a violation of rules.					X				
124: MPD should expressly codify its current practice by indicating in its SOP that it is committed to investigating anonymous complaints.					X				
125: MPD's SOPs should be revised so that every complaint alleging a policy violation should receive a PSIA number.	X				X				

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126: MPD should change its policy so that all interviews of victims, witnesses, or complainants to internal investigations that could result in discipline are recorded unless the situation proves impossible or if a civilian witness declines.	X				X				X
127: MPD should ensure that violations of integrity are appropriately charged as such in the disciplinary process.	X				X				
128: MPD should consider whether there is sufficient accountability in its disciplinary process regarding violations of integrity and force.	X				X		X		
129: MPD should expand its restorative justice disciplinary program to authorize and address courtesy violations or other low-level violations involving police/civilian contacts.	X				X		X		
130: MPD and the City should devise and promote a mediation program to resolve civilian complaints outside of the traditional disciplinary process.	X		X		X		X		
131: PSIA should continue and build upon its current practice of post- investigation complainant outreach, including the evaluation of cases for possible informal discussion opportunities with involved parties.	X		X		X				
132: MPD should regularly evaluate serious disciplinary cases to determine whether, pursuant to Department policy, they should be subject to proactive release.	X								X
133: Rather than rely entirely on the computer to identify early intervention candidates, MPD's Early Intervention System should regularly request first- level supervisors to identify officers who might benefit from the remedial aspects of the program.	X			X	X		X		X
134: MPD should press forward toward full implementation of its Early Intervention System.	X						X		
135: Before a body-worn camera pilot project is implemented, MPD should seek the input of stakeholders—including City leaders, prosecutors and defense attorneys, civil rights litigators, privacy advocates, the community at large, and rank-and-file officers—to identify and prioritize, to the extent possible, the intended benefits and potential drawbacks of any body-worn camera adoption.			X						X
136: Before a body-worn camera pilot project is implemented, MPD should work with stakeholders to develop policies for that implementation consistent with the principles set out in this Report, and with intended benefits identified and prioritized in a manner consistent with the prior Recommendation.			X		X				X

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137: If the pending Wisconsin legislation regarding body-worn cameras is enacted in its current form, Madison should delay implementation of any pilot program until the implications of the legislation on release of body camera footage can be assessed.					X				
138: Assuming a reasonable consensus can be reached on policy, Madison stakeholders should remain open to funding a body-worn camera pilot project.		X							
139: If MPD adopts body-worn cameras, it should commit to periodic evaluations (e.g., a one-year, three-year, and five-year review) to assess the qualitative and quantitative impact of the technology on the agency and stakeholders. Such periodic reviews should seek to identify whether the agency should continue its program and, if so, whether policy revisions are necessary to achieve or maximize the identified benefits.	X			X					X
140: While retaining the ultimate determination on selecting the Chief, the PFC should consider ways to involve the Madison community in the selection process through community panels and interviews.			X				X		X
141: The City should institute protocols calling for a performance evaluation process for the Chief of Police at fixed intervals, with the evaluation being a potential basis for a finding of “cause” should the Chief’s performance fall significantly below community expectations.	X				X		X		X
142: The City should consider whether to consult with its state legislative representative to propose amending the PFC statute so that the Chief of Police serves a fixed term, subject to renewal by the PFC.							X		
143: MPD and the independent auditor should continue to review the MPD disciplinary decisions on significant discipline to determine to what degree the PFC post-disciplinary process is impacting those decisions.	X								
144: The PFC should consider the routine use of hearing examiners for any complaints received by the community or MPD to conduct any hearings emanating from those complaints.		X					X		
145: When the PFC or MPD receives a complaint against the Chief of Police or high-ranking MPD command staff, it should consider retaining an outside investigator to conduct an independent investigation.		X					X		
146: Madison should enhance its civilian oversight by establishing an independent police auditor’s office reporting to a civilian police review body.		X					X		

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<b>Total number of recommendations per category</b>	<b>55</b>	<b>16</b>	<b>42</b>	<b>27</b>	<b>71</b>	<b>25</b>	<b>36</b>	<b>30</b>	<b>51</b>