



CITY OF MADISON

INDEPENDENT POLICE MONITOR

Martin Luther King Blvd, Room 501 Madison, WI 53705

Report-Out and 30-Day Plan

Prepared December 17, 2025

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Interim Independent Police Monitor

1. Introduction

This report provides an initial update to the Police Civilian Oversight Board during my second week serving as Interim Independent Police Monitor for the City of Madison. While a comprehensive review of the Office is ongoing, I have already begun addressing immediate needs and advancing key priorities.

2. Immediate Actions and Engagement

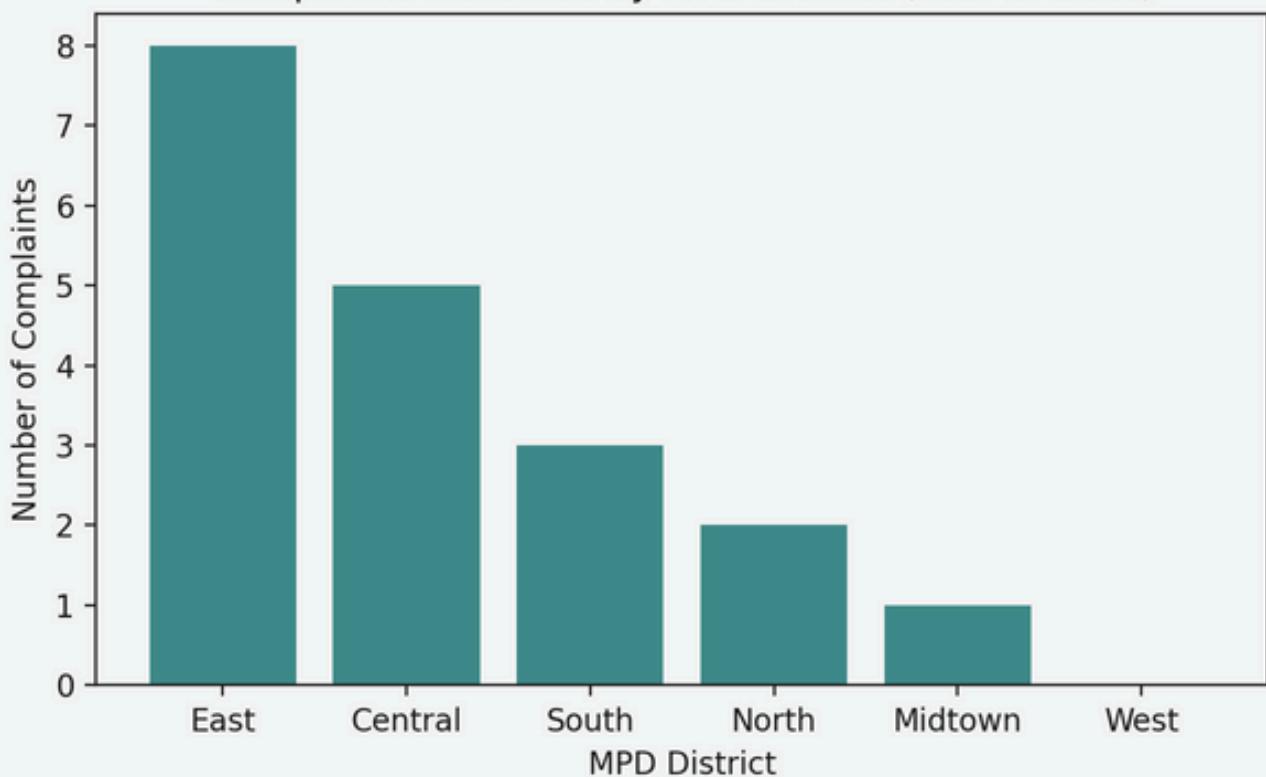
I have begun meeting with City staff, City leadership, and Police Civilian Oversight Board leadership, and I am scheduling one-on-one meetings with Board members, community leaders, and key stakeholders. I have also had multiple productive meetings with the Chief of Police. A primary focus of these discussions has been information and data sharing. The Chief and I have confirmed that all data and information requested will be shared in support of the Office's oversight responsibilities. I have also initiated the process to secure a case management system to support complaint intake, investigations, workflow management, secure document storage, information sharing, reporting, and confidentiality requirements.

3. Complaint Intake and Initial Review

The Office is currently addressing a backlog of 19 complaints. I have begun reviewing, categorizing, and advancing these cases, including initiating reviews and investigations where appropriate. Because complaint intake has only been active for approximately one year, data specific to this Office remains limited. An initial snapshot of complaint volume by MPD district is provided for situational awareness only. This information illustrates current workload distribution and intake volume and does not represent findings, conclusions, or trends. More comprehensive analysis, including complaint types, demographics, repeat allegations, and broader trend analysis, will be included in future reports, including the March 15 Annual Report.

Figure 1. Complaint distribution by MPD district. This chart reflects the number of complaints received by district to date and is intended to illustrate current intake volume and geographic distribution only. It does not represent findings or conclusions. More comprehensive analysis will be included in future reports, including the March 15 Annual Report.

Complaints Received by MPD District (Year to Date)



4. 30-Day Plan

Over the next 30 days, my focus will be on foundational assessment, stabilization, and preparation for longer-term implementation. This period will be used to establish the core infrastructure, processes, and relationships necessary for the Office to operate effectively, consistently, and independently.

Key areas of focus during this period include:

- Conducting a comprehensive review and categorization of all open complaints, including advancing reviews and investigations where appropriate and feasible
- Performing a holistic needs assessment of the Office, including staffing capacity, systems, policies, practices, and operational support needs
- Continuing development and refinement of the complaint intake and investigation process, including documenting workflows and identifying areas for clarification or improvement
- Beginning the drafting and review of standard operating procedures (SOPs) and related policies to support consistent, transparent, and defensible oversight practices
- Advancing implementation planning for a case management system to support complaint intake, investigations, workflow tracking, secure document storage, information sharing, and real-time reporting
- Working closely with the Office's data analyst to develop targeted intake and complaint reports, while broader historical and departmental data analysis continues in parallel
- Continuing one-on-one meetings with Board members, City staff, and key stakeholders to build shared understanding, clarify roles, and align expectations

- Laying the groundwork for future community engagement, including planning for learning sessions and listening sessions and town-halls, to begin in the spring
- Reviewing the appropriate role of mediation and restorative justice within the complaint process, including identifying the types of complaints suitable for each approach and the stages at which they may be offered without undermining accountability

This initial 30-day period also accounts for the holiday season and transition into the new year, with additional meetings and planning already scheduled for early January.

5. Looking Ahead

This 30-day plan will be followed by a 100-day plan outlining completed milestones and next steps, including identified locations and priorities for community engagement. A more robust and comprehensive data analysis will be incorporated into the March 15 Annual Report.

6. Acknowledgements

I would like to thank Erin Hillson, HR Director, for a smooth transition and comprehensive onboarding. I also thank Chioma for continued coordination and execution, and Gregory for serving as a key resource and historian for the Office and Board. I extend my thanks to the Chair and members of the Police Civilian Oversight Board for the warm welcome and continued partnership.

Thoughtfully Submitted,

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City of Madison