



Madison Police Department

"Policing in Partnership with our Community"

211 S. Carroll Street Madison Wisconsin 53703

Michael C. Koval – Chief of Police

PROGRESS ON SPECIAL COMMUNITY/POLICE TASK FORCE RECOMMENDATIONS

SECTION 1:

A) Institutionalize major incident debriefings

The Madison Police Department has a Standard Operating Procedure (SOP) that addresses this issue. Specifically, the "Proficiency, Continuous Improvement & After Action Reports" SOP directs staff to coordinate and conduct tactical debriefings of significant events as well as create and submit After Action Reports to the Chief of Police for review. The purpose of this process is to formalize critical analysis of our operations and is consistent with the task force recommendations.

B) Create a system of data tracking and analysis

The Madison Police Department has been tracking officer compliments and complaints through our office of Professional Standards & Internal Affairs (PSIA) for several years. Moreover, the MPD routinely releases PSIA summaries on a quarterly basis, including sustained complaints and discipline imposed. In the fall 2016, MPD also designated a Use of Force Coordinator position to collect, analyze, and report Department Use of Force statistics. Similar to the PSIA findings, this information has been disseminated on the MPD website going back to the first quarter of 2016. The Use of Force Coordinator also reviews all use of recordable force for consistency with MPD policies and standard operating procedures and makes training recommendations.

C) Cameras

The Madison Police Department has been using dashboard mounted cameras in its squad cars for several years. MPD explored the idea of utilizing body worn cameras along with community input through a committee formed at the direction of our City Council. The committee's opinion was that while a valuable technology, it was not the right time for the City of Madison to move in this direction feasible implement at this time and that this will require more study prior to moving forward.

D) Restorative Justice

The Madison Police Department has established several peer court programs in various at-risk neighborhoods and high schools to offer alternatives to traditional sanctions for municipal offenses. Neighborhood Officers, Community Policing Team members and MPD Educational Resource Officers routinely refer young offenders to the corresponding courts. MPD also started a Community Restorative Court in the City's South District in 2014 and has recently expanded the program city-wide. This initiative also offers alternative dispositions for young offenders with no criminal history who have committed certain misdemeanors. Working with the District Attorney's Office, MPD is looking to incorporate additional misdemeanor crimes for consideration in future. Beyond this, MPD held a Ticket Resolution Day, connecting citizens with the City Attorney's office to work through potential financial hardships posed by municipal citations.

E) Expand coaching role of sergeants and mid-level managers



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The Madison Police Department has increased rank-specific training for sergeants (first line supervisors), so that they train as a group twice a year. The Chief of Police attends each sergeant check-in session to reinforce expectations, solicit and provide feedback, and reaffirm their commitment to Core Values and tenets of the Department. Additionally, each supervisor assigned to patrol services is also a Field Training Sergeant, receiving specialized instruction in the area of coaching and mentoring for both field training officers as well as new employees.

F) Develop Strategic Partnerships to strengthen recruitment efforts

In order to increase our recruitment efforts the Madison Police Department has collaborated and reached out to local religious leaders, school counselors, multicultural organizations at the University, MATC and other local colleges. We have also worked with a Madison ad agency and created flyers, billboards etc. promoting a diverse agency.

G) Continue to reward Police GUARDIAN behavior

The Madison Police Department encourages Guardian behavior through his leadership and discussions with staff. Guardian behavior is also rewarded not only at annual awards ceremonies but also Guardian behavior is immediately recognized through correspondence from citizens and the use of an internal Employee Performance Recognition form

SECTION 2:

A) Revise curriculum in academy training and continue training on key elements throughout an officer's career

1. Dane County agencies should train on the GUARDIAN form of policing

Chief Koval has emphasized this concept throughout his tenure and continues to remind officers its importance at both the recruit academy and in-service training. While not expressly defined by the taskforce, MPD has been following the principles enumerated in the National Institutes of Justice article, "From Warriors to Guardians," for some time. Specifically, our recruit academy is more collegiate than military in terms of instructional style, with a focus on critical thinking.

2) Dane County agencies should train their officers to become equally competent in de-escalation and empty hand techniques, as they are in weapons use. De-escalation training and repetitions should be similar to the continual firearm training in that there should be ongoing training and repetitions that are graded and evaluated. Ensure weapons transition training is a key element of the course. The course may be based on scenario de-escalation techniques.

The Madison Police Department has just concluded its 2016 fall in-service session, which centered on the topic of de-escalation. The training included scenario based instruction and recruit officers from the latest academy will receive the same curriculum in the next few weeks. Participant performance was informally evaluated with feedback provided. While not specifically incorporated into the above de-



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escalation training, the current class of recruit officers has recently practiced transition drills between force options - with an emphasis on empty hand techniques.

3) Train and emphasize professional communications protocols at all times.

The Madison Police Department regularly trains professional communications in multiple domains as it crosses over into several topics. Recruit officers complete a minimum of 24 hours of basic training in this area but practice its skills in a myriad of scenarios to reinforce the principles learned. It follows that professional communications are a cornerstone of field operations. Complaints resulting from poor and/or incomplete communication are reviewed and could result in the need for additional training where appropriate.

4) Continue to train regarding when and how to use force, up to and including deadly force. This training should include less than lethal and lethal force, how to render aid to those wounded, including the suspect, and dealing with the aftermath of a deadly force encounter in a humane and professional manner.

The Madison Police Department provides continuous training on use of force throughout its in-service curriculum. In recent years, officers have received training on OC spray and electronic control devices. Our annual firearms' training continues to incorporate threat assessment and decision-making. Additionally, radio protocols are rehearsed during range exercises to emphasize the need to call for medical assistance and advance life-support. Beyond this, MPD officers can now purchase medical supplies through their uniform accounts and also regularly train as first responders. The newly established Use of Force Coordinator also provides coaching and mentoring in this area after identifying areas of improvement for individual officers.

5) Train Chief Executives to deal with the aftermath of an officer-involved shooting. This training should include best practices on working with Community Leaders, as well as policies on the release of information in officer-involved shooting cases.

The Madison Police Department has a SOP which dictates that the Chief or Highest ranking officer should provide a press conference or briefing within 4 hours of an incident that results in the death or Great bodily harm to a member of the community or a member of the department.

6) Regular training on implicit bias. This type of training should be infused throughout all aspects of officer training. Whenever possible, this training should involve individuals from the community.

The Madison Police Department has a cadre of instructors whose focus is on training implicit bias. The "Judgment Under the Radar" work group taught to the entire Department at in-service and plans to revisit the curriculum in the near future.

7) Include best practices in working with multicultural communities and developing and maintaining cultural competencies during in-service training.



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The Madison Police Department work with various multicultural communities to include, Centro Hispano, Hmong, Madison Metropolitan School District, Jewish Social Services refugee program to name a few.

8) We call on the Governor to ensure that the State of Wisconsin's Law Enforcement Standards Board (LESB) be comprised of racially and ethnically diverse professionals and citizens to ensure differing perspectives are considered when establishing law enforcement standards and academy training.

N/A

9) Government entities responsible for funding law enforcement agencies in Dane County should provide agencies with additional funding to train officers more frequently on the following: Use of Force, de-escalation, critical thinking, professional police communications, implicit bias, ethics, cultural competency and mental and behavioral illnesses. Currently the State requires 24-hours per year of on-going training. An increase to 40 hours is recommended for agencies in Dane County.

N/A

10) Officers need a holistic framework of realistic, scenario-based training on all levels of "Use of Force." Training should start in the academy and continue through an officer's career. The training should include skills on critical thinking, recognizing and dealing with stress, professional police communications, selecting best options, disengaging and waiting for back-up, etc.

The MPD currently provides staff with professional communications, critical thinking skills, recognizing stress and waiting for backup. The department has created a SOP on de-escalation which was trained to the entire department.

11) Allow officers to use Electronic Control Devices (i.e. Tasers) when no immediate back-up is present. Remove this requirement of lethal cover for ECD use (Taser)

Current MPD policy does allow for an ECD to be used absent lethal force coverage or back-up in situations where the subject in question is known to be unarmed. It is only in situations where a subject is known to be armed with a dangerous weapon that officers are required to have another officer present who has the immediate ability to deliver deadly force.

12) For those agencies who train on the 21-foot rule for a person armed with an edged weapon, ensure the training incorporates strategies that emphasize the option of disengagement when appropriate: slowing things down if possible, maintaining at least 21 feet distance whenever possible, and placing obstacles between the officer and assailant. Verbal engagement from a safe distance should be emphasized. In essence- we wish to create time and distance as the primary objective when the situation allows. Be absolutely clear that if an officer is within 21 feet of a suspect with an edged weapon that 21 foot proximity does not in and of itself convey the justification to use deadly force.

The Madison Police Department does not train in the 21-foot rule per se, but has incorporated the above concepts in its recent training on de-escalation. In particular, officers are trained that if feasible,



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they should utilize time, distance, cover/concealment/barriers, as well as professional communications to slow down incidents and achieve safer outcomes while reducing risks to all parties involved.

13) Develop policy and training on foot pursuits. Foot pursuits, like car pursuits, are dangerous to the officers and members of the public. Few departments have specific policies and training on foot pursuits.

The Madison Police Department has had a foot pursuit policy since May 2016 but has trained this topic as part of the basic recruit academy since at least 1997.

14) Briefing training on a variety of subjects including cultural awareness, proper way to approach and greet, community feelings and concerns about the police (listening sessions). The African-American Council of Churches (AACC) has offered to facilitate sessions.

Madison Police Chief, Michael C Koval is committed to having listening sessions where he can listen to the concerns of the citizens. District commanders also have listening sessions and meet regularly with all stakeholders in the district.

15) All Dane County law enforcement agencies should develop staffing policies and response protocols regarding the most appropriate ways to respond to emotionally disturbed persons and those struggling with mental illness

The Madison Police Department has a Standard Operating Procedure for Mental Health Incidents/Crises that speaks directly to these issues. In particular, officers recognize that they should consult with and defer to mental health practitioners when assessing subjects for Emergency Detention or other intervention. Additionally, MPD has had mental health liaison officers for several years and also established Mental Health Officers who work in conjunction with providers to assist subjects with chronic needs. These MHO's craft safety plans and protocols for certain citizens to help other officers improve interactions with them and achieve positive outcomes. They also recently provided training to officers on dealing with people in crisis as part of a recent de-escalation in-service session.

16) Dane County law enforcement agencies should provide Crisis Intervention Training (CIT) to some select officers and to utilize those officers and practices when dealing with people experiencing a crisis or those who are faced with mental or behavioral health challenges.

Crisis Intervention Training is taught to members in the recruit academy. The department also has 30 Mental Health Liaison Officers and 5 full time Mental Health Officers who have received additional training.

17) Dane County agencies should train officers and detectives in the use of trauma-informed interviewing skills.

Evaluating



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18) Dispatcher training should be enhanced to include the collection of additional information to improve officers preparedness, prior to the arrival on the scene of particular types of crisis (mental illness, drugs, alcohol, etc.) Components of this training should include Crisis Intervention Partner (CIP), implicit bias and cultural competency

N/A

19) Explore Scotland's de-escalation methods and national decision-making model for police

N/A

SECTION 3:

A) Create greater public awareness and educate the community on safe interactions for all

The Madison Police Department's Crime Prevention section reaches many communities by giving presentations to all members of the communities. In addition, various officers within the districts provide education and awareness on topics such as "Know Your Rights"

B) Consistently engage the broader community beyond the role of the Police and Fire Commission

The Madison Police Department has a dedicated unit for Community Outreach Resource and Education (CORE) comprised of one sergeant and two officers whose primary purpose is engagement with citizens. Through various programs and initiatives, the officers seek to network with community members and leaders and cultivate positive relationships. This reinforces similar work being done in patrol by Neighborhood Police officers, Neighborhood Resource officers, and Community Policing Teams. The pre-service academy has also conducted training in various community settings and plans to expand its outreach with citizen participation with instruction in future.

SECTION 4:

A) Encourage officers to have regular mental and physical wellness assessments and check-ups

The City of Madison encourages its staff to utilize its Employee Assistance Program as needed and the Police Department has established a specific liaison to facilitate participation for officers.