



CITY OF MADISON POLICE DEPARTMENT



INTER-DEPARTMENTAL CORRESPONDENCE

DATE: September 21, 2026

TO: All Alders

FROM: John Patterson, Chief of Police

SUBJECT: **2026 Update on MPD Response to OIR/Ad Hoc Committee Reports**

This memo is provided as an update¹ on the Madison Police Department's (MPD) progress on the Ad Hoc Committee's recommendations. In 2019, the Ad Hoc Committee released a report² outlining the findings from its approximately three and half year comprehensive review of MPD's standard operating procedures (SOP). The final report gave 177 recommendations within three broad areas:

- Civilian oversight, public engagement, and public confidence
- MPD and the Madison community
- Accountability

In 2020, Acting Chief of Police Victor Wahl was asked to provide the Common Council with a chart outlining the Ad Hoc recommendations, MPD's implementation status, responsible agencies, fiscal impact, and relative priority of each recommendation. This response supplements two previous formal updates^{3,4} that were provided in response to the OIR report⁵.

Since the 2020 response, MPD has continued to pursue improvement in its service to the Madison community. Of the original 177 recommendations, 27 (15%) were directed at other agencies, are subject to contract bargaining, or are no longer applicable (e.g. MPD no longer has Educational Resource Officers). Of the remaining 150 recommendations:

- 128 (85%) have been implemented and are considered complete. Although these recommendations are considered complete, MPD will continue to pursue opportunities to advance in these areas as able.
- 12 (8%) have been addressed but are considered ongoing due to their nature (e.g. evaluate training, collaborate with statisticians, conduct listening sessions, etc.)
- 7 (5%) are in-progress in varying degrees of completion.
- 3 (2%) were considered, but ultimately not implemented as proposed in the report:
 - Recommendation #33: MPD should audit officers' use of the City's telephonic translator program to gauge effectiveness.
 - Comment: MPD has focused on hiring a diverse workforce to include employees with proficiency in languages other than English. Additionally, the City and MPPOA are exploring compensation for bilingual officers.
 - Recommendation #49: MPD should consider resource neutral ways to supplement facilities staffing and explore alternative shifts/hours to increase public access.
 - Comment: MPD does assign some restricted duty officers to station officer roles, which increases services hours at times. However, MPD has been unable to fully implement this recommendation due to budgetary and staffing limitations.

- Recommendation #117: MPD should modify its ECD guidelines to require clearance of all subjects on whom an ECD has been used and have ECD darts removed by medial personnel.
 - Comment: After considerable consideration the existing SOP language was retained, however broad language was added to the SOP to address aftercare; this includes a requirement to affirmatively ask the subject if they want medical treatment anytime recordable force is used.

To support MPD's commitment to accountability, the 2020 implementation chart has been supplemented with additional columns to highlight progress that has been made since the initial memo.

In 2023, the MPD contracted with the Matrix Consulting Group to formulate a five-year strategic plan. The MPD ensured that the Ad Hoc recommendations, OIR recommendations, and recommendations from the Quattrone Center were evaluated and considered by Matrix staff, along with robust, contemporary feedback from the Madison community while formulating strategic goals and priorities for the department. Elected officials, PCOB members and a diverse swath of community members were surveyed and interviewed in the formulation of this strategic plan. In 2026, the MPD is again contracting with the Matrix Consulting Group to evaluate the progress the department has made since 2023, and to reengage with elected officials, the PCOB and community members. Ultimately the strategic plan will be updated, and new goals and priorities will likely emerge based on the evaluation and contemporary feedback received. The recommendations received from OIR, the Ad Hoc committee and the Quattrone Center will again be reviewed as a part of this process.

Much has changed in our nation in the last several years and we believe what our community feels is important for their police department to focus on likely has too. My hope is to create a document that the department can utilize as a roadmap for the next five years during the strategic planning process. As the Ad Hoc Committee noted, MPD embraces the spirit of continuous improvement. We are committed to ongoing conversations with our community and cultivating a growth mindset that welcomes feedback as an opportunity to improve. We want to ensure that this updated strategic planning document reflects all previous recommendations that have been received, as well as feedback about what is important to our community now.

Thank you.

¹ Wahl, V. (2020, July 13). *Update on MPD Response to OIR/Ad Hoc Committee Reports*.

² Madison Police Department Policy & Procedure Review Ad Hoc Committee. (2019, October 18). *Final report*.

³ Madison Police Department. (2018, January 31). *Madison Police Department Response to OIR Report*.

⁴ Madison Police Department. (2018, November 19). *Madison Police Department Response to OIR Report Update*.

⁵ OIR Group. (2017, December). *Madison Police Department Policy and Procedure Review: Report to the City of Madison and the Madison Police Department and Procedure Review Ad Hoc Committee*.