Ad Hoc Recommendations							2026 Response		
Rec #	Recommendation	OIR #	Responsible Agency	Fiscal Impact	Priority	Status/Comments	Status Code	Post 2020 Updates	Post 2026 Comment Updates
1	The City should enhance its civilian oversight by establishing an independent police monitor's office staffed by an independent monitor and reporting to a civilian police review body.	146	Mayor & Common Council	$200,000 (annual)	NA	The City's 2020 budget includes funding for an independent auditor and the process to create and staff the position is moving forward.	Complete	Yes	The City established a Police Civilian Oversight Board and the Office of the Indepependent Police Monitor.
2	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.	143	MPD & Auditor	None	A/O	This cannot occur until the auditor is hired. However, MPD continues to employ a rigorous internal review process for complaints and the potential for a post-disciplinary PFC review does not weigh on outcomes. MPD has started releasing an annual accountability report to bring additional transparency to the discipline process: https://www.cityofmadison.com/police/documents/AccountabilityRpt2019	Complete	Yes	The City established a Police Civilian Oversight Board and the Office of the Indepependent Police Monitor. There have been discussions and reviews of investigations and dispositions.
3	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.	144	PFC	Varies	NA	This recommendation is directed to the PFC.	Other		
4	When MPD receives a complaint against the Chief of Police or high-ranking MPD command staff, the Independent Monitor should review the complaint and decide whether an outside investigator should be appointed and produce a transparent public document about that decision-making process. If the PFC 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. In the absence of an Independent Monitor, the decision must be based on an objective evaluation process like just culture to establish an internal decision tree process.	145	MPD, Auditor & PFC	Varies	NA	Consultation with the auditor cannot occur until that individual is hired. PFC process is completely within the purview of the PFC. Hiring an independent investigator (either by MPD or by the PFC) will have a cost; this will vary depending on the nature and complexity of the investigation.	Complete	Yes	When a complaint is received against the Chief of Police the Mayor's Office is advised and directs the investigation.
5	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.	140	PFC	Unknown	NA	This recommendation is directed to the PFC. The PFC is planning on incorporating these concepts into the current process. The COVID-19 pandemic, however, is creating challenges to traditional mechanisms (like public meetings) for seeking community feedback/input.	Other		
6	The City should institute protocols calling for a performance evaluation process that includes members of the community, prioritizing socio-economic diversity among those members, 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. This evaluation should not be conducted by the PFC.	141	Mayor's Office & PFC	Unknown	NA	This recommendation is directed to the Mayor and PFC.	Other		
7	The City should 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.	142	Mayor & Common Council	None	NA	This recommendation is directed to the Mayor and Common Council.	Other		
8	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 and encourage MPD to hold community courts in cooperation with community partners.	2	MPD	Staff Time & Minor Costs	A/O	MPD remains committed to programs and initiatives that address inequity. While the "Unpaid Ticket Resolution Day" had some unintended consequences and has not been repeated, a number of other initiatives continue to be led by MPD. Reduction in the size of MPD's CORE unit impacts the department's capacity to expand efforts in this area. Potential cuts to MPD's 2021 budget could result in the elimination of CORE, which would end or drastically reduce these types of initiatives.	Complete	Yes	Community Advisory Boards were established in each district and continue to meet regularly. CORE will be reduced in size in 2027 with the creation of the new Service Excellence and Outreach section. This will not however lead to a decreased capacity around diversion and deflection. The remaining staff will focus on increasing diversion and deflection efforts, as well as reviewing citation and arrest outcomes with community members present.
9	MPD should encourage officers to use approaches such as verbal warnings, problem oriented policing methods, dispute mediation, etc., in lieu of arrests or citations, for minor offenses, particularly in communities most impacted by policing (such as communities of color, communities of lower socioeconomic status, etc.).	NA	MPD	None	A/O	This has been and continues to be practiced by MPD. The department has consistently encouraged officers to find the "best possible resolution" while investigating an incident, and has encouraged alternatives to arrest/citation. MPD has led local efforts to incorporate restorative justice concepts into daily practice.	Complete	Yes	MPD's Community Outreach section includes several programs to divert and deflect community members from the criminal justice system; these programs include the Community Restorative Court (CRC) and the Madison Area Recovery Initiative (MARI). Additionally, an *Amnesty Through Responsible Action* program has been implemented to reduce barriers for community members calling for medical aid.
10	MPD, in conjunction with the Independent Monitor, is encouraged to evaluate its current training, SOPs, and code of conduct to determine if they can be enhanced to guide discretion and provide additional guidance to officers regarding how they respond when they encounter people driving without a valid license or committing other minor traffic infractions or when to ticket and/or arrest homeless people (for trespassing or obstructing the sidewalk, etc.), or ticket and arrest people for engaging in other low-level offenses that tend to disparately affect low-income people.	NA	MPD	None	Medium	This cannot occur until the auditor is hired. However, as indicated above, MPD has consistently encouraged officers to find the "best possible resolution" to every incident/encounter. MPD's Code of Conduct addresses police discretion, and officers are encouraged to explore alternatives to arrest/citation when appropriate.	Ongoing	Yes	This work will always be ongoing. The MPD has had discussions with the OIM. Much of this work will be enhanced with the hiring of MPD's new Data Manager (October 2026), and creation of the new Service Excellence and Outreach section. MPD will be focusing specifically on disorderly conduct offenses and examining ways to expand restorative justice and diversion and deflection opportunities. MPD is committed to not only improving individual outcomes but further reducing disparities in the Dane County Criminal Justice System. MPD will also be partnering with researchers from the University of Cincinatti to study outcomes and explore improvement opportunities.
11	MPD should commit to a reenergized Racial Disparity Impact Committee and should provide both incentives for participation and continued organizational support for its efforts and specific initiatives.	3	MPD	Staff Time	A/O	The "Racial Disparity Impact Committee" has been re-branded as the "Equity Team" to be consistent with Citywide efforts/initiatives. The Equity Team is led by MPD's Human Resources Coordinator with oversight from an MPD Captain. The Team meets monthly with a focus on hiring and position descriptions. The group uses the City's equitable hiring tool and reviews position descriptions before they are posted.	Complete		

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12	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.	4	MPD	Staff Time	Medium	The Judgement Under the Radar group has not been active recently, due to resignations and decreased capacity in CORE. However, cultural competence and implicit bias training remains part of the pre-service academy curriculum, incorporating many of the same concepts that the Judgement Under the Radar sessions included. We will continue to explore ways to provide this valuable training to officers within existing resource limitations.	Complete	Yes	In addition to cultural competence, implicit bias, and "Policing the Teen Brain" training in the pre-service academy, MPD remains committed to the principles of *procedural justice* and have emphasized them via department professional development training on several occasions (most recently in the spring of 2026). The MPD has also been working with Justified Anger to incorporate the Black History for a New Day course in the preservice academy curriculum.
13	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.	5	MPD	Staff Time	A/O	MPD makes it a practice to seek feedback after any internal trainings, and that input is carefully reviewed to identify issues and areas for improvement.	Complete		
14	In addition to CORE, MPD should add a volunteer, incentivized and paid continuous leadership-competency component called a "learning community" with adults and perhaps, older youth, from the public. The members of each learning community should represent a broad cross section of the socio-economic, racial, gender and ability groups that MPD typically interacts with in the community. Look to UW-Madison's Leadership Institute to develop learning communities with members of the public who share a range of social identities.	NA	MPD & External Volunteers	Unknown	Low	While the objectives this recommendation aspires to could be beneficial, several obstacles exist. The budget reality faced by the City in light of the COVID-19 pandemic makes it unlikely that additional funds will available in 2021 for MPD to fund any efforts like this. Securing volunteer commitment to an ongoing initiative requiring regular efforts is challenging, and success in doing is sporadic. Expending significant staff time and effort to create an initiative premised on volunteers runs the risk of wasted effort. Finally, in 2020 MPD was forced to remove two officers from CORE and reallocate them to patrol services to address workload. It is unlikely that CORE has the capacity to add additional long-term programming creation with current staffing levels. Potential cuts to MPD's 2021 budget could result in the elimination of the Community Outreach Section, which would eliminate department capacity to pursue these types of efforts.	Complete	Yes	Community Policing Advisory Boards were established in each district and continue to meet. In 2027, with the creation of the Service Excellent and Outreach section, the MPD will look for ways to bring more community input into professional development planning. The MPD will also look for ways to fund training opportunities coming from the Madison community. This has been possible in the past as several members of the MPD have attended the 9-week Black History for a New Day course, for example.
15	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.	6	Civil Rights & IT	Unknown	NA	The City's translation and interpretation efforts are coordinated though the City's Department of Civil Rights (DCR), and outlined in the City Language Access Plan. MPD has worked with and will continue to work with the Department of Civil Rights and Information Technology (IT) to increase accessibility for the MPD website. A small number of pages have been translated, and the department will explore expanded translation (recognizing that DCR has limited funding and capacity to do so).	Other	Yes	This recommendation was revisited during the redesign of MPD's public website.
16	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.	7	MPD	Staff Time	Low	MPD's Community Outreach and Resource Education (CORE) team has been maintaining a database to capture MPD outreach/engagement efforts. The unit has made some efforts to evaluate the effectiveness of outreach efforts, through the use of pre-and post-engagement surveys with participants and staff. Reduced CORE staffing will make it difficult to expand or even continue this analysis. Potential cuts to MPD's 2021 budget could result in the elimination of CORE, which would put an end to this type of analysis.	Complete	Yes	The CORE team has continued to deliver and evaluate the results of surveys from the youth and community academies, as well as feedback from the MPD website. CORE members continue to track their individual efforts.
17	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.	8	MPD	Staff Time	Medium	MPD continues to support Amigos en Azul and provide opportunities for the group to engage in outreach efforts. The department is also in the process of forming a similar group/initiative that focuses and coordinates our outreach efforts with the African American community. Potential cuts to MPD's 2021 budget could result in the elimination of CORE, which would end or drastically reduce these types of initiatives.	Complete	Yes	MPD now also supports the Black Officers Coalition and MPD Pride as two additional outreach groups that strengthen relationships within the community. CORE officers assist these groups with their outreach efforts and incorporate their work within department's overarching strategy.
18	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.	9	MPD & City	Unknown	Medium	MPD continues to evaluate the collection, analysis and dissemination of data with a focus on continuous improvement. It is likely that this work will be incorporated into the auditor's duties when he/she is hired. MPD has limited capacity for data collection and analysis; this impacts capability for improvement.	In-Progress	Yes	The MPD's capacity for data collection and analysis has improved. The new Data Manager has been hired and is scheduled to begin in October of 2026. It is anticipated that MPD's analysis and external reporting will dramatically improve in the coming year, as will the department response to disparities. The MPD hopes to engage in meaningful work specifically around individuals who experience multiple distinct instances of physical arrest or who receive multiple citations during each year. Individuals who are repeatedly arrested continue to make up a measurable amount of the total arrests each year and each quarter.
19	MPD should seek a collaboration with statisticians from University of Wisconsin-Madison, or highly-qualified statisticians elsewhere who have researched policing and racial bias, to determine if communities of color in Madison are incurring differential policing. Specifically, analysis should be conducted to determine (a) if rates of stops, arrests, and citations by MPD are correlated with neighborhood racial composition after controlling for crime rates, and (b) if the proportion of stops resulting in arrests or citations (hit rates) differs across racial and ethnic groups. If analyses do show differential policing, MPD should consider measures such as reallocation of policing resources across neighborhoods and corrective training.	NA	MPD & UW	Unknown	Low	This is an intriguing concept with potential value. However, it depends on volunteer assistance for UW (or another entity) or funding to support additional research & analysis capacity.	Ongoing	Yes	This work should always be ongoing. Exploring new opportunities to partner with academic researchers and statisticians is an expectation of the new MPD Data Manager. The MPD has been working with the UW Institute for Research on Poverty on socioeconomic factors that may be correlated with local crime and victimization. The MPD will also be partnering with researchers from the University of Cincinatti to examine this topic.
20	MPD should consider implementing the 21st Century Policing Task Force's Action Item to make all department policies available for public review.	10	MPD	Staff Time	A/O	At the time the OIR was completed, the department had over 130 SOPs posted on the MPD website. Eight SOPs were not posted publicly. The department engaged in an internal review of those SOPs to consider their appropriateness of posting them on the website. As a result of this process, several SOPs were posted to the website in their entirety, and the remaining were posted with partial redactions. The redacted material in these few SOPs contain information that could jeopardize investigations or adversely impact tactical response during high-risk incidents. Restricting public access to sensitive SOPs is a common practice for police agencies; many agencies do not make any SOPs/policies readily available to the public.	Complete		

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21	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.	11	MPD	Staff Time	Medium	MPD is continually reviewing the Community Restorative Court (CRC) project, and evaluating possible improvements. There are a number of other criminal justice stakeholders involved in the program, and any significant changes require their support. MPD remains the main source of referrals to CRC in Dane County. The program's growth has been deliberately slow to allow for thoughtful analysis as capacity increases. By design, the scale and scope have been kept small (though they are steadily increasing). As a pilot program, participating agencies opted to accept some cases outside of the regular selection criteria. These cases challenged the program and will help shape it moving forward. All participating agencies – including MPD – are committed to equitable access to the CRC, and are working towards that end. Potential cuts to MPD's 2021 budget could result in the elimination of CORE, the unit that coordinates restorative justice initiatives for MPD. This would have a significant impact on the department's capacity to expand these efforts, and will jeopardize existing restorative justice programs.	Complete	Yes	MPD has continued to identifiy ways to expand eligibility and reduce barriers to participation in the Community Restorative Court (CRC), as well as the youth Restorative Justice program. MPD has been the top referal agency to the program since it's inception in 2015. Additionally the Madison Area Recovery Initiative (MARI) was introduced as a diversion and deflection program to connect individuals with community-based help.
22	MPD should continue to constructively engage with its community by increasing its emphasis on participating in community-initiated events.	12	MPD	Staff Time	A/O	MPD remains committed to engaging with the public through a variety of initiatives and efforts. While some of these efforts are certainly focused on MPD-organized events, the department participates in community-initiated events as feasible. Obviously, the COVID-19 pandemic has put a hold on much of this work.	Complete		
23	MPD should conduct town halls and listening sessions after all critical incidents, including officer-involved shootings as follows: • 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, and • 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.	13	MPD	Staff Time	A/O	MPD officers have been involved in two officer-involved shootings since the OIR report was released. Community meetings have been held shortly after both of them, and MPD provided a public release at the conclusion of each internal investigation. The full State of Wisconsin Division of Criminal Investigation (DCI) investigative reports are also released to the public at the conclusion of the investigation.	Ongoing	Yes	This will always be ongoing and is an area for improvement. Following the most recent critical incident, community meetings were limited to smaller groups and in one instance, spontaneous. The MPD will explore ways to improve accessiblity, transparency and communication moving forward.
24	MPD should seek to engage with its community regarding controversial events, including officer conduct that does not reflect its core values or best performance.	14	MPD	Staff Time	A/O	MPD supports this concept and makes efforts to address community questions/issues through a variety of forums (Police & Fire Commission, Public Safety Review Committee, Common Council Executive Committee, media appearances, MPD social media, Chief's blog, etc.). These efforts will continue.	Ongoing	Yes	This will always be ongoing and is an area for improvement. Following recent incidents some examples include MPD staff met with community members at the indivdiual district level, engaged with the Law Enforcement and Leaders of Color collaboration, met with district community advisory boards, and met with community groups like 100 Black Men of Madison.
25	MPD is encouraged to relax its uniform requirement permitting personnel to appear out of uniform on duty at appropriate community events.	15	MPD	None	A/O	MPD personnel are permitted to appear out of uniform at community events under certain circumstances, and this is a common occurrence.	Complete		
26	MPD should take all steps necessary to ensure that any data released to alders or to the public (for example, in annual reports) is fully accurate. All data releases should be accompanied by rigorous definitions and descriptions of methodology, sufficient to enable completely unambiguous interpretation of all data provided. Misleading data practices should be avoided.	NA	MPD	Staff Time	A/O	MPD receives thousands of requests for records and data every year, and proactively releases data on a regular basis. The department is committed to locating, producing and releasing data that is meaningful to the public. Examples of proactively released data include the Chief's Quarterly Update to the Common Council, the MPD Accountability Report, and quarterly data releases consistent with recommendations in the 2015 President's Task Force on 21st Century Policing.	Complete	Yes	MPD has adopted the practice of monthly Use of Force audits to help ensure our data is accurate and complete.
27	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.	1	MPD	Staff Time + $33,000	Low	MPD has grant funding (about $33,000) set aside to assist with facilitating a strategic planning process. This process was originally planned to move forward several years ago, but was put on hold as the OIR Group assessed the department. The process remains on hold, likely until a permanent Chief is selected. Any strategic planning process will have extensive opportunity for input.	Complete	Yes	MPD completed a collaborative strategic planning process that identified Madison-Centric Policing, Youth Engagement, Public Communication, and Workplace culture as priorities. Updates to this plan are provided on MPD's website.
28	MPD should devise additional ways to solicit and encourage feedback from all of its communities regarding the performance of the Department.	16	MPD	Significant	High	MPD did extensive work with the National Police Foundation to develop mechanisms for obtaining improved feedback/input on MPD performance. The Police Foundation assists police agencies across the country with internal and external surveys. This work has resulted in a number of changes/improvements: • For years MPD has conducted community/district surveys. In 2018, the department revised the survey format and process. The new survey uses a Police Foundation template as its core, which allows the department to compare survey results with other agencies, while also examining department-specific trends. Some additional questions have been added to the Police Foundation template, but the new survey is still considerably shorter than the survey MPD has been using for years. • MPD has also been working to establish a process to seek direct feedback from individuals who have had contact with an MPD officer (as a witness, victim, suspect, etc.). The department initially worked with the National Police Foundation to develop a process using text message surveys from a random sample of these individuals, and a number of survey samples have been administered using this process. Moving forward, the department has secured grant funding to acquire software that will allow for a much more rigorous and comprehensive survey outreach process to those who have had contact with an MPD employee. An RFP process has been initiated and we hope to deploy this software by the end of the year. These efforts have potential to significantly improve the quality and depth of feedback the department receives from the community. However the Police Foundation assistance has been provided at no cost to the department, and continuing support is dependent on the Police Foundation receiving appropriate, ongoing funding. The grant funds supporting the software acquisition for direct surveys is anticipated to cover three years of annual costs; funding will be required beyond that to continue the initiative.	Complete	Yes	The MPD utilizes Versaterm CommunityConnect survey software to gauge feedback after each individual interaction with community members. Survey results are shared with supervisors and command staff to provide opportunities for one to one coaching or feedback discussions. In 2023, the MPD contracted with the Matrix Group to robustly solicit contemporary feedback from the community to form the current 5 year strategic plan. This plan also incorporated previous feedback and formal recommendations that were made to the MPD (Ad Hoc, OIR, Quattrone, etc.). In 2026, the MPD is again contracting with the Matrix Group to evaluate the progress made towards each action step of the strategic plan, and to solicit new and contemporary feedback from the community. This feedback and input will be used to update the MPD's priorities for the next 5 years.

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29	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.	17	MPD	Staff Time	Medium	In partnership with the National Police Foundation, MPD created a survey specifically for the District Attorney's Office to provide feedback on MPD. This survey was administered in late 2018 and provided positive feedback on the department. Future consideration will be given to repeating this survey with the District Attorney's Office and expanding this process to other partner agencies.	Complete		
30	MPD should revise its policy in order to discourage 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, or when the person initiates contact or volunteers to continue conversation with police either by phone or in person and requests that a family member or friend serve as an interpreter and the person is not the subject of a criminal investigation or interrogation. In cases when civilians are used as translators, the non-availability of other MPD resources should be documented.	18	MPD	Staff Time	A/O	The department's SOP on Language Access Services has been updated in response to these recommendations. The modified language incorporates the OIR recommendation (related to family, friends or bystanders) while allowing for circumstances where a limited English proficiency (LEP) individual who is not the subject of a criminal investigation requests that a third party assist with interpretation, and the third party is willing to assist. https://www.cityofmadison.com/police/documents/sop/LanguageAccessServices.pdf	Complete		
31	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.	19	MPD	Staff Time	A/O	Language was added to the Language Access Services SOP that addresses the use of external professionals (social workers, medical staff, etc.) for interpreting assistance. MPD also communicated with Dane County Human Services (DCHS) – the agency most likely to have social workers in contact with MPD officers – and reached agreement on utilization of DCHS social workers for interpreting assistance. https://www.cityofmadison.com/police/documents/sop/LanguageAccessServices.pdf	Complete		
32	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.	20	City & MPPOA	Yes	NA	This is a matter for bargaining.	Bargaining		
33	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.	21	MPD	Unknown	Low	Use of telephonic assistance when interacting with community members with limited English proficiency is an option for officers when in-person interpretation is not available. Auditing use of it is not a high priority.	Considered - Not Implemented		The MPD has focused on hiring a diverse workforce to include those with proficiency in languages other than English. The City and the MPPOA are exploring compensation for bilingual officers.
34	MPD should continue to expand its efforts to create local Captain's Advisory Groups.	22	MPD	Staff Time	Low	All MPD districts regularly engage members of the community to discuss public safety issues and seek input on how MPD can provide better service. The initial Captain's Advisory Group pilot program in the South District was supported by grant funding, which provided compensation for community members to participate in the advisory groups. That funding is no longer available, and it has difficult for MPD commanders to find community members interested in ongoing membership/participation in formal advisory groups.	Complete	Yes	Community Policing Advisory Boards were established in each district and continue to meet.
35	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.	23	MPD & FIC	Staff Time	A/O	In early 2017, Mayor Soglin convened a Rapid Response Team consisting of City of Madison, Dane County and community stakeholders in order to respond to the increase in violence in our community. Through a series of meetings the following needs were identified and recommended to the Mayor: • Identify and work with individuals and families who are at risk for future violence or those who have been involved in violence through multi-disciplinary teams that can offer services and assistance in an effort to interrupt violence and retaliation. • Funding requests to support a peer support violence interruption program that included direct funding requests for emergency needs. This program would consist of peer support and resources for those impacted by the violence. • Over the course of 2017, MPD participated in the development of the Rapid Response Team and worked directly with the Focused Interruption Coalition (FIC). Representatives of MPD's Violent Crime Unit and FIC worked collaboratively over 2017 on relationship building and protocol development in order to enhance the effectiveness of this new peer support violence interruption program. In 2018, the Rapid Response Team added additional core team members and evolved into the Community Safety Intervention Team (CSIT). MPD played a leadership role within CSIT in 2018 as the group worked to develop a cohesive multi-agency response to critical incidents of violence occurring in Madison. This work culminated with a day of asset mapping, protocol development and discussion at the MPD Training Center. These efforts led to the development of the CSIT Community Incident Response Protocol, with the following objectives: • To coordinate a response and provide services to those in need from city and county departments as well as community service providers in the aftermath of a critical incident. • To provide necessary intervention services following a critical incident. • To identify the needs of the community and be able to address those needs efficiently and effectively. • To restore safety and security to the neighborhoods while preventing further violence. • To communicate the safety risks across government agencies and with community partners. MPD continues to serve as a CSIT Core Response Group member and participates in regularly scheduled monthly meetings with the group. The Community Incident Response Protocol is in use and continues to be refined in partnership with MPD, FIC, MMSD, UW Health, DA Crime Response, Joining Forces for Families, Public Health Madison and Dane County, DCHS's Neighborhood Intervention Program and the Mayor's office. MPD will continue to play an integral role in the collaborative community approach to violence.	Complete	Yes	In 2024, MPD worked with other local law enforcement agencies, United Way, and PHMDC to improve working relationships, processes and impact.
36	MPD should implement the Special Community/Police Task Force Recommendation to conduct random reviews of footage to evaluate officer performance.	24	MPD	130000 (annual salary & benefits for Sergeant position)	Low	MPD conducts a number of audit processes to ensure accountability and compliance with SOP/Code of Conduct. As indicated in the Ad Hoc Committee report, MPD supports this concept; however additional supervisor staffing will be required to implement it in a meaningful way.	Complete	Yes	The MPD currently conducts audits of certain communications and video usage, but with the creation of the Service Excellence and Outreach section, the auditing of in-squad video and BWC video (after implementation) will be made routine. These reviews will be used to identify individual and group learning opportunities to ensure that service delivery is in line with the mission of the police department.

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37	MPD should implement the Special Community/Police Task Force recommendation to train detectives and officers in the use of trauma-informed interviewing skills.	25	MPD	Staff Time	A/O	This has occurred; all MPD detectives received trauma-informed interview training in the fall of 2018, and all MPD personnel have received training in trauma-informed response at departmental inservice.	Complete		
38	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.	26	MPD	Staff Time	Medium	MPD is committed to continuous improvement and will review these concepts.	In-progress	Yes	This will be assigned to the Service Excellent and Outreach section.
39	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.	27	MPD	Staff Time	Medium	Many of the key recommendations in this report are things the department has been doing for years; MPD will continue to review the Special Community/Police Task Force Recommendations and identify areas for improvement/implementation.	Ongoing	Yes	These recommendations remain part of MPD's pre-service and ongoing professional development training. The Service Excellence and Outreach division will continue to explore how these principles can be further implemented in future training.
40	The Mayor and Common Council should further expand the use of a public health approach to curb violent crimes.	NA	Mayor & Common Council	Unknown	NA	This recommendation is directed to the Mayor and Common Council. It is worth noting that efforts have been initiated to incorporate anti-violence efforts in the Public Health Department, and that MPD has been fully supportive of and engaged in this work.	Other		
41	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.	28	MPD	Varies	A/O	MPD fully supports this approach and will continue to engage in anti-violence efforts in conjunction with Public Health. Last year, MPD sought grant funding to support a number of anti-violence initiatives and provide direct funding to Public Health in furtherance of this goal. Funding for those efforts was not approved.	Complete	Yes	The MPD and the Violence Prevention Unit (VPU) have been working collaboratively for several years. In 2024, members of the VPU began attending monthly accountability meetings with MPD Management Team and actively particpates in them. Also for several years, the MPD and members of the VPU, MMSD and Mayor's Office meet bi-weekly to discuss and plan violence prevention efforts.
42	The Madison Metropolitan School District should be encouraged to consider implementing the Becoming a Man program, a cognitive behavioral therapy program for at-risk youth, to improve academic outcomes for at-risk youth and reduce juvenile crime. MMSD should also explore including girls in the program.	NA	MMSD	Unknown	NA	This recommendation is directed to MMSD.	Other		
43	The Madison Common Council should pass a resolution asking Dane County to provide access to opioid agonist therapy (treatment utilizing Suboxone and methadone) and Vivitrol (a one-time injection on the day of release) for incarcerated individuals and those under community supervision.	NA	Common Council	None	NA	This recommendation is directed to the Mayor and Common Council.	Other		
44	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, except for selection of traffic crash specialists or criminal intelligence officers.	29	MPD	None	A/O	MPD has long been committed to these principles, and outside stakeholders have regularly been involved in selection processes for closed positions. In 2018, the department and Madison Professional Police Officers Association (MPPOA) updated the agreement governing the selection of officers for specialized positions. The new agreement encourages the inclusion of a community member on the interview panel involved in the process, and this continues to be the standard practice.	Complete		
45	Consistent with this Report, MPD should routinely seek input from community stakeholders and professionals regarding the performance of officers assigned to specialized units.	30	MPD	Staff Time	A/O	In partnership with the National Police Foundation, MPD created surveys to solicit community feedback on individual neighborhood officers and school resource officers (SROs). These differ from the community surveys in that they are asking for feedback on a specific officer rather than on MPD as whole. The neighborhood officer survey has been utilized and will be repeated on a regular basis in the future. The SRO survey was never circulated.	Complete	Yes	The MPD seeks routine feedback such as this from district advisory board members and members of the community. The MPD utilizes the Versaterm CommunityConnect survey system to solicit feedback on individual officer performance. The new Service Excellence and Outreach section will proactively review aspects of individual officer performance and will include community members input and participation.
46	With input from the community, each specialized MPD unit that has not already done so should devise a mission statement setting out the core objectives of the unit.	31	MPD	Staff Time	A/O	Each MPD unit that did not already have a mission statement has created one. Input was sought through the Public Safety Review Committee, and these mission statements have been posted to the MPD website.	Complete		
47	With community and City stakeholder input, MPD should devise a media release policy setting out objective parameters regarding when information about arrests of persons will be proactively publicly released.	32	MPD	Staff Time	A/O	MPD's SOP on News Media Relations has been updated to address this recommendation, with input from local media members/ stakeholders. https://www.cityofmadison.com/police/documents/sop/NewsMediaRelations.pdf	Complete		
48	In publishing information about "shots fired" calls, MPD should include whether the call led to an arrest, revealed corroborating information, or had no further corroboration beyond the initial call.	33	MPD	Staff Time	A/O	Daily blog entries including information about shots fired incidents have varying degrees of detail, a consequence of the quick turnaround from incident to posting. MPD has been reporting quarterly information on shots fired incidents, and has expanded the information routinely provided in an attempt to provide additional context. This information is included in the Chief's quarterly updates to the Common Council and is available on the MPD website.	Complete		
49	MPD should consider resource neutral ways to supplement the staffing of their facilities and also explore alternative shifts and hours so that they can be open for public access for longer hours.	34	MPD	Unknown	Low	MPD fully supports the concept of expanded hours at district stations to provide greater accessibility to the public. However, there are very limited options for doing this is a revenue-neutral way without adversely impacting some other service provided to the community. The impact of COVID-19 further limits options for pursuing this. Potential cuts to MPD's 2021 budget may result in reduced public access to MPD facilities.	Considered - Not Implemented	Yes	The MPD does assign some officers on restricted duty to the role of station officer which does expand some service hours at times. Due to budgetary limitations and an inability to add support staff, the MPD has not been able to fully pursue this recommendation.
50	MPD should dialogue with the City and with the University of Wisconsin Law School to identify ways that law students can be reintegrated into the Department's learning and problem-solving functions.	35	MPD	Unknown	Medium	MPD is committed to a continuing partnership with the UW Law School. We have recently sought (unsuccessfully) to incorporate Law School faculty into the MPD Pre-service training program, and will continue to explore opportunities for collaboration in the future.	Complete	Yes	The MPD does stay in contact with the UW Law School. One of MPD's assistant chiefs assists as a guest lecturer and regularly interacts with staff. Several of MPD's commissioned staff (past and present) are graduates of the UW Law School.

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51	In selecting neighborhood officers, MPD should broaden its selection process to include City stakeholders and representatives of the community.	36	MPD	Staff Time	A/O	MPD has long been committed to these principles, and outside stakeholders have regularly been involved in selection processes for closed positions. In 2018, the department and Madison Professional Police Officers Association (MPPOA) updated the agreement governing the selection of officers for specialized positions. The new agreement encourages the inclusion of a community member on the interview panel involved in the process.	Complete		
52	MPD should ensure an effective transition between the outgoing and newly-assigned neighborhood officers.	52	MPD	Staff Time	A/O	While there has always been a period of cross-training and transition for new neighborhood officers, the process has now been formalized (with a checklist outlining specific tasks/subjects/processes for a new neighborhood officer to review or perform).	Complete		
53	MPD should collect and document information pertaining to the work of neighborhood officers and other specialized officers either through daily logs or through such other data collection methods that the department deems appropriate that generate comparable data.	38	MPD	Staff Time	Medium	Some work units collect and track data within their unit that is specific to their function (mental health officers, for example). These unit-specific processes will continue and expand as feasible/appropriate to other units. The department has also been working to expand the capacity to track tasks/work through the computer aided dispatch (CAD) system. This is intended to capture additional workload metrics through an existing mechanism. This will allow for workload data to be captured with minimal additional burden on officers and in a manner that allows for analysis. It also does not require the creation of elaborate new processes, significant staff time, or acquisition of new software. This process had been on track for initial implementation in early 2020, but the COVID-19 pandemic and unrest/protests have interrupted deployment.	Ongoing	Yes	We have continued to add CAD codes to track work by patrol officers and specialized officers. We now track the additional CAD codes of Traffic Proactive, Community Outreach, and Stratified Policing. These CAD types are used to track traffic enforcement, commuity engagment and crime reduction / prevention efforts.
54	In order to be able to gain an evidence-based understanding of patrol officers' problem-oriented policing activity, MPD should develop a system to track and report the specific efforts including results, ongoing efforts, and collaboration with community groups.	39	MPD	Staff Time	Medium	The process to collect expanded data through the CAD described in #53 would also be utilized by patrol officers. In addition, the employee feedback process described in #134 will incorporate increased use of data analysis and review.	Ongoing	Yes	The implementation of Stratified Policing was allowed us to better track our problem-oriented policing (POP) efforts as part of our overall evidence based crime reduction and prevention model. Captains report out to the Chief monthly on these efforts at the Monthly Accountability meeting. Specifically, POP plans are documented on SARA forms and used to address "problem locations" the SARA forms are included with the police reports and tracked in our records management system.
55	MPD should develop evaluative metrics consistent with the stated mission of neighborhood officers and prepare at least annual performance evaluations based on those metrics, to be completed in conjunction with the neighborhood as laid out in OIR Recommendation #41.	40	MPD	Staff Time	Low	Use of broad data points to evaluate neighborhoods has potential to provide value to MPD and to other City agencies. The City's "Neighborhood Indicators" project is an example of using multiple data points to provide insight into a neighborhood. Using this type of data to evaluate a neighborhood officer is much more complex, as there are many drivers of these data points far outside the control or influence of a single officer. Some of the survey/feedback mechanisms described in other recommendations can be helpful for this, however.	Ongoing	Yes	Neighborhood officers and neighborhood resource officers continue to complete annual reports for their neighborhoods to include call for service and crime data. These reports are part of the annual evaluation to determine if a given neighborhood should continue to have a neighborhood officer.
56	MPD should regularly seek input from City stakeholders and representatives of the community in evaluating the performance of its Neighborhood Officers on at least an annual basis.	41	MPD	Staff Time	A/O	See response to #45. In addition, MPD command staff regularly have communication with stakeholders and community leaders about neighborhood issues, including feedback on neighborhood officer performance.	Ongoing	Yes	MPD Command Staff through connections with Alders, neighborhood associations and community stakeholders to include our CPABs continually evalute the effectiveness and performance of the neighborhood officers.
57	MPD should devise ways to consistently publicize the community policing activities of its patrol officers as well as special assignment personnel.	42	MPD	Staff Time	A/O	This work continues to be publicized through MPD's website and social media platforms. The daily Chief's Blog has been used to highlight the work of additional MPD units/functions in early 2020 (though this was temporarily put on hold during the COVID-19 pandemic).	Complete	Yes	The MPD social media cadre has been expanded under the supervision of the PIO to help publicize MPD's actions to include community policing efforts.
58	MPD's executive leadership should pursue ways to utilize its neighborhood officers in developing, facilitating, and measuring specific problem-oriented policing projects.	43	MPD	Staff Time	Low	MPD is committed to the problem-solving process, and to facilitating all officers in their problem-solving efforts. All department members have received training in problem-solving, and MPD leadership encourages and fosters problem-solving by all personnel. Neighborhood officers often play a lead role in these efforts, and will continue to do so. Patrol workload demands and limited staffing resulted in the department eliminating two neighborhood officer positions in 2020, limiting the problem-solving capacity of that position.	Complete	Yes	MPD implemented Stratified Policing to coordinate resources from across the department to address crime; these resources include NRO's.
59	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.	44	MPD	Staff Time	Low	The City's Neighborhood Resource Teams have gone through various formats and organizational models over the years. MPD's involvement and participation in the teams has been consistently robust through these changes, and will continue to be in the future.	Complete		
60	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.	45	MPD	Staff Time	A/O	MPD is committed to this concept, and regularly utilizes top performers to share their developed expertise with others. This happens formally (pre-service academy, field training, etc.) and informally.	Complete		
61	MPD should track and evaluate the substantive work of its Community Policing Teams to ensure consistent application of community policing principles based upon best practices of community policing apart from traditional law enforcement methods.	46	MPD	Staff Time	Medium	MPD will continue to evaluate and assess efforts of the Community Policing Teams as is feasible. Data collection described in #53 will aid in this effort.	Complete	Yes	Starting in 2025, the MPD instituted a more formal direction of the CPT activites to include three primary categories of work based on input to the districts of community priorities: crime prevention and reduction using evidence based practices (stratified policing), hazardous traffic violation enforcement, proactive community engagment. As previously stated above, all activity is tracked in the CAD and reviewed by the patrol lieutenants.
62	MPD should collect and document information pertaining to the work of the CPT either through daily logs or through such other data collection methods that the department deems appropriate that generate comparable data.	47	MPD	Staff Time	Medium	See response to #53.	Complete	Yes	Activity is tracked in the CAD and reviewed by the patrol lieutenants.
63	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.	48	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
64	MPD should work with school district administrators to ensure congruity of purpose with regard to mission and responsibility of EROs in the school setting.	49	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		

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65	In selecting EROs, MPD should broaden its selection process to include faculty, juvenile justice partners, and student leaders.	50	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
66	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.	51	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
67	MPD should collaborate with the school district in better communicating to the public the range of services it provides in the individual high schools.	52	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
68	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.	53	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
69	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.	54	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
70	MPD should consider specialized training for its EROs in the arena of dealing with students who have identified behavioral/emotional issues.	55	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
71	The City should dialogue with the Madison Professional Police Officers Association in order to amend the current contractual agreement so that EROs (and other specialized officers who are focused on community policing such as Neighborhood Officers, Mental Health Officers, and Community Policing Teams) who have established effective working relationships in their specific assignments, as determined by input from Department supervisors, the officers themselves, and stakeholders at the respective campuses can remain beyond five years.	56	MPD & MPPOA	Unknown	Low	This is a matter for bargaining. However, MPD's perspective is that occasional turnover in these positions benefits the overall department and community. More detail was provided in MPD's original response to the OIR Report (page 28): https://www.cityofmadison.com/police/documents/OIRresponse.pdf	Bargaining		
72	MPD should consider moving to a soft alternative uniform for EROs as a means of reinforcing the unique mission of these officers in the school setting.	57	NA	NA	NA	The City and MMSD have discontinued the SRO program.	N/A		
73	The Mental Health Team should develop guidelines or protocols for periodically reviewing mental health safety bulletins and associated alerts to assess whether they should be amended or purged from the system.	58	MPD	Staff Time	A/O	The Mental Health Unit has completed migrating these documents to an internal database that makes managing and updating information much easier. In addition, the unit is in the process of reviewing all existing bulletins to ensure they are updated and that those that are not current are stored in an area not readily available to field officers. This balances our legal requirement to retain these documents as public records with the privacy interests of those noted in the bulletins. There is also now an established process for reviewing and purging alerts from the active system.	Complete	Yes	Mental health safety bulletins have been improved and revised as Law Enforcement Response Plans (LERP). The changes were made to clarify their intent (and reduce stigmatization), and the Mental Health Unit (MHU) continues to review and update them as needed.
74	MPD should consider promoting regular communication to the public about the activities of its Mental Health Team by, among other methods, including a sample narrative of the team's activities in the daily crime blog.	59	MPD	Staff Time	A/O	MPD shares information about the Mental Health Unit regularly. Updates are included in the daily blog and the unit releases an annual report.	Complete	Yes	Since 2023, the MHU has offered "Partnering with Law Enforcement: Crisis Response in Madison" presentations to community groups. These free courses are approximately 60-75 minutes and provide attendees with information about how MPD responds to crisis calls and an overview of the MHU.
75	MPD should devise methods to fully document the daily activity of MHOs, in part to facilitate a larger internal and external discussion about whether those activities are necessarily or best handled by police officers.	60	MPD	Staff Time	A/O	The Mental Health Unit has implemented a process to capture daily activity. The process tracks multiple categories of activity, noting actual work hours for some. Development of the process and types of activity to capture was created with the assistance of staff from the University of Wisconsin. Data showing Mental Health Unit activity is included in the unit's annual report. The Mental Health Unit continues to work in partnership with a number of external providers/stakeholders, and discussions about appropriate roles and missions will be informed by this data.	Complete	Yes	MHU no longer uses a daily log, however it tracks case specific activity within the MPD Law Enforcement Records System (LERMs), Mobile, and case assignments.
76	MPD should quickly fill the position of Mental Health Team sergeant and should maintain funding for this position to ensure effective supervision of the team.	61	MPD	130000 (annual salary & benefits for Sergeant position)	A/O	This position has been filled and is now built into MPD's authorized staffing.	Complete		
77	MPD should continue to integrate use of force training scenarios with scenarios involving someone in a mental health crisis.	62	MPD	Staff Time	A/O	MPD is committed to providing this type of realistic training and will continue to do so.	Complete	Yes	The State of WI LESB Professional Communications Skills (PCS) curriculum includes crisis intervention scenarios and is received by all students in the pre-service academy. MPD has continued to seek and integrate additional department-wide training, including: Police Executive Research Forum (PERF) Integrating Communications, Assessment, and Tactics (ICAT), Vistelar, and Force Science Research Center (FSRC). These include mental health and other scenarios related to altered states of mind.
78	MPD should cross-train patrol tactics and force instructors to also run and debrief mental health crisis scenarios to strengthen the Department's message about the importance of de-escalation in crisis situations, even in those scenarios when officers also need to consider force options.	63	MPD	Staff Time	A/O	MPD is committed to this principle, and de-escalation is incorporated into a variety of training topics.	Complete	Yes	MHU personnel have led scenarios for Professional Development training, and include de-escalation training in Crisis Management Pre-Service Academy training.
79	City of Madison should contract with ProTraining to provide their full training program for all officers.	NA	MPD	$65,000	Low	MPD requested funding in the 2020 budget to support providing this training to all officers. The request was approved and the funding was included in MPD's 2020 budget. However, following through with the training will not be possible due to the COVID-19 pandemic (given logistic challenges of putting on this type of training and the need to identify spending cuts to address the City's budget crisis).	Complete	Yes	All MPD personnel received this training in 2021.

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80	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.	64	MPD	Staff Time	Low	As indicated in MPD's original response, the current SOP is of a reasonable length and it seems appropriate to maintain it as a single document. Tactical response to these types of incidents is addressed in a separate SOP (Response to Persons with Altered State of Mind). This is a stand-alone SOP because it applies to a broader set of circumstances than just those involving mental health crises. The OIR report recommended removing the term "abnormal behavior" from the SOP; this change has been made. https://www.cityofmadison.com/police/documents/sop/MentalHealth.pdf https://www.cityofmadison.com/police/documents/sop/ResponsePersonsAlteredMind.pdf	Complete	Yes	In 2023 the Mental Health Incidents/Crises SOP underwent significant review and edits to clarify language.
81	MPD should look for innovative ways to fill the critical gaps in its efforts to collect data on mental health contacts with police.	65	MPD	Staff Time	A/O	The Mental Health Unit continues its long-standing and innovative data collection and analysis practices, including: • A study on voluntary and involuntary hospitalizations • An ongoing study on emergency detentions • An evaluation of the unit's efficacy, evaluating a large data set and numerous data points (including police contacts and arrests) • Tracking patrol and jail diversions These efforts will continue, and the unit will continue to collaborate with other community stakeholders when appropriate.	Complete		
82	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 community define success for the mental health program.	66	MPD	Staff Time	Medium	MPD has made significant process towards this recommendation, utilizing performance data suggested by BJA. These measures will be finalized and incorporated into the Mental Health Unit annual report moving forward.	Complete	Yes	The MHU annual report regularly tracks the number of community members who are diverted from the criminal justice system (jail) to receive mental health support.
83	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.	67	MPD	Staff Time	Medium	The Mental Health Unit has benefited greatly from partnerships with University of Wisconsin criminal justice program interns and from the valuable technical contributions of a data scientist from a local organization who volunteers his time in offering analytical assistance to the unit. The unit continues to seek further community partnerships as appropriate to improve analysis capabilities.	Complete		
84	The City of Madison should explore through whatever mechanisms it deems appropriate (be it in partnership with the County, exploration of grants, or other mechanisms) to create a dedicated mental health first responder unit, outside of MPD, modeled off the CAHOOTS program in Eugene and Springfield, Oregon, to respond to known mental health crisis.	NA	Mayor & Common Council	Unknown	NA	This recommendation is directed to the Mayor and Common Council.	Other	Yes	Community Alternative Response Emergency Services (CARES) teams were established with MFD to provide these services and regularly respond to calls within the community.
85	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. One option for this statement would be a self-administered interview.	68	MPD	Unknown	Low	This is a complex issue, the full MPD response was articulated in the response to the OIR Report document (page 33): https://www.cityofmadison.com/police/documents/OIRresponse.pdf	Complete		
86	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 the opportunity to review any recording of the incident.	69	MPD	None	A/O	MPD SOP is largely in alignment with this concept, though it is a complex topic. MPD's response to the OIR Report includes a more detailed response (page 36): https://www.cityofmadison.com/police/documents/OIRresponse.pdf	Complete		
87	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.	70	MPD	None	A/O	This change has been made. https://www.cityofmadison.com/police/documents/sop/officerinvolvedcriticalincidents.pdf	Complete		
88	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.	71	MPD & FIC	Unknown	A/O	MPD supports this concept and will request this assistance if needed/appropriate. The decision to assist in a particular instance will ultimately be up to FIC (Focused Interruption Coalition) based on their resources, availability and priorities.	Complete		
89	MPD should develop procedural justice guidelines within its officer-involved critical incident SOP to ensure that officers respond with sensitivity to the emotional and safety needs of witnesses and family members, and that, when legally permissible, witnesses and family members are kept advised of the process and procedure related to the incident.	72	MPD	Staff Time	Medium	MPD is committed to providing quality appropriate support to witnesses and family members, and will explore SOP language to address this.	Complete	Yes	This recommendation is consistent with the guidelines for interviewing victims and witnesses in MPD's "Interviews of Crime Victims" SOP
90	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. A re-interview of the involved and witness officers should be considered necessary if there is any possibility it would provide additional information or insights.	73	MPD	Staff Time	A/O	This concept is consistent with MPD SOP and practice. There have been two officer-involved shootings since the OIR Report was released, and in both cases PS&IA has conducted follow-up interviews with the involved officers (in addition to the initial public safety statements provided by the officers and in addition to the formal interviews with DCI as part of the main investigation).	Complete		

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91	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.	74	MPD	Staff Time	Medium	MPD supports this concept and will explore SOP language to address it.	Complete	Yes	The "Officer Involved Deaths and Other Critical Incidents" SOP directs supervisors to document the names of MFD and hospital staff involved in treatment so they can be interviewed as appropriate. https://www.cityofmadison.com/police/documents/sop/officerinvolvedcriticalincidents.pdf
92	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. Furthermore, MPD and the City should work with the Quattrone Center to develop a root cause analysis procedure.	75	MPD	Staff Time	NA	MPD has developed and recently implemented an SOP creating an incident review process in response to this recommendation: https://www.cityofmadison.com/police/documents/sop/IncidentReviewProcess.pdf In addition, the department has been working with the Quattrone Center to pursue their assistance in performing a review. MPD applied for and received grant approval to support this effort, and had been working with the Quattrone Center to move forward with a review process administered by them. This process has been on hold as a result of the COVID-19 pandemic. The original subject intended for the Quattrone review was last year's Shake the Lake event (where a shooting took place). However, this has been adjusted and now the Quattrone review process will examine the City's response to the occurring in the City this summer.	Complete	Yes	In 2021, the Quattrone Center completed a sentinel event review of MPD's response to protests in 2020. MPD ic currently working with the COPS office to complete a review of the collective resonse to the Abundant Life Christian School shooting in 2024.
93	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.	76	MPD, City Attorney & Risk Manager	Staff Time	A/O	MPD agrees with this concept and will pursue this process as needed in the future.	In-Progress		This is in progress. With at least one instance where a significant settlement was involved since 2020, a comprehensive review was done of the force used by the officer. This was not holisitc review as it did not include insight learned from the litigation process. The MPD will continue to work with the City Attorney to determine how this process can become routine.
94	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.	77	City Attorney & Risk Manager	Staff Time	NA	This recommendation appears to apply to the City Attorney's Office and City Risk Management.	Other		
95	The City of Madison should seek an amendment to Wisconsin Statute §175.47(5)(a-b), requiring that investigators of an officer-involved force incident provide the report to the chief judge of the judicial administrative district, and that judge must appoint a special prosecutor who then must determine whether to prosecute the officer. If the special prosecutor files charges against the officer, the special prosecutor shall be the prosecuting attorney in the case. In the absence of a statutory change, the City of Madison should cite the inherent conflict of interest between the D.A. and law enforcement and request the D.A. allow the courts to appoint a special prosecutor who does not share that same or any other conflict of interest.	NA	Mayor & Common Council	Unknown	NA	This recommendation is directed to the Mayor and Common Council.	Other		
96	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.	78	MPD	Staff Time	Low	This topic is currently addressed through training during the pre-service academy. MPD will review the subject and explore possible adjustments to training or SOP.	Complete	Yes	This recommendation is consistent with WI SS 175.44(3) and is included in MPD's Use of Force SOP under "Duty to Intervene." www.cityofmadison.com/police/documents/sop/UseofForce.pdf
97	MPD should amend its force reporting protocols so that, for certain categories of force, at minimum those that are recordable incidents, 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.	79	MPD	Staff Time	A/O	Department SOP has been amended to address this recommendation. The SOP clarifies expectations for officers who use recordable force and requires that a field supervisor respond to the scene when certain types of force have been used or where significant injury has occurred. The SOP was changed in late-2018 and all MPD field supervisors were provided training prior to implementation. https://www.cityofmadison.com/police/documents/sop/UseOfForceData.pdf	Complete		
98	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.	80	MPD	Staff Time	A/O	Department SOP has been amended to address this recommendation. The revised SOP outlines a variety of factors for the MPD use of force coordinator to consider when reviewing recordable force incidents. https://www.cityofmadison.com/police/documents/sop/UseOfForceData.pdf	Complete		
99	In evaluating force incidents, MPD should go beyond a determination of whether the use of force met a Constitutional standard or was inconsistent 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.	81	MPD	Staff Time	A/O	This is currently part of the review completed by the MPD use-of-force coordinator, and this practice will continue. SOP language has been added to clarify expectations for this review. https://www.cityofmadison.com/police/documents/sop/UseOfForceData.pdf	Complete		

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100	On selected force incidents, MPD should convene a panel to roundtable the incident, to identify training, policy, supervision, and equipment issues, and to develop an appropriate after-action plan.	82	MPD	Staff Time	A/O	This concept is incorporated into the mechanism and SOP articulated in #92.	Complete		
101	MPD should identify and publicly commend officers who practice de-escalation techniques and problem-oriented policing.	83	MPD	None	A/O	MPD is committed to this and makes regular efforts to publicize this work.	Complete		
102	MPD should regularly evaluate its use-of-force training to make sure it continues to be consistent with best practices, maximizes its ability to meet the demands of the Madison community, and is considered by officers to be effective at preparing them for real-life encounters.	84	MPD	Staff Time	A/O	MPD is committed to ensuring that use-of-force training is comprehensive and current with best practices. This work will continue moving forward.	Complete	Yes	MPD has continued to research, train and integrate more team tactics and physical (jiu-jitsu based) methods to increase officer effectiveness while reducing more injurious types of force (e.g. striking). WI LESB is also exploring these concepts more and may formally adopt them in the future.
103	MPD should utilize ICAT as part of its training curriculum.	NA	MPD	Staff Time + unknown costs	High	MPD is reviewing the ICAT training modules currently and will consider how the concepts can be incorporated into department training.	Complete	Yes	Integrating Communications, Assessments, and Tactics (ICAT) training was provided department-wide at 2021 Spring In-Service and its core principles are regularly incorporated in on-going training.
104	MPD should reevaluate its training regarding the implications of the reactionary gap principle, focusing on principles of officer safety such as cover and distance to ensure that officer tactics and deployment minimizes the need to use deadly force.	85	MPD	Staff Time	A/O	MPD regularly reviews and evaluates training provided at both the pre-service and in-service levels. All MPD personnel have been trained in de-escalation, which includes the concepts of cover and distance, and language has been added to department SOPs addressing these concepts.	Complete		
105	MPD should consider when it is appropriate to begin employing documented accountability measures for officers and sergeants who fail to comply with the requirement for entering force incidents into the use of force database.	86	MPD	Staff Time	A/O	This change has been made. The MPD use of force coordinator regularly audits entries into the use of force database, and occasionally finds incidents that have been appropriately reported but have not been entered into the use of force database. A process has been established to address these occurrences in a manner consistent with other MPD audit processes. The use of force database is also now included in MPD's SOP on System Audits. https://www.cityofmadison.com/police/documents/sop/SystemAudits.pdf	Complete		
106	MPD should further break down published use-of-force data by district and shift to ensure that Department leaders are focused on where and when officers use force most frequently.	87	MPD	Staff Time	A/O	This change has been made. District and shift information is shared internally and is included in the use of force data that MPD provides to the public on a quarterly basis. MPD's use of force coordinator presents an overview of department recordable force applications to the Chief and Assistant Chiefs every two weeks; this includes district and shift information.	Complete		
107	MPD should proactively seek input from City stakeholders and the public before completion and implementation of any new policies or changes to its existing policies. MPD will do this through creation of a formalized, tiered process, ranging from working groups for major changes, to notice of interim implementation, with provision that minor or urgent rules can become effective during the notice period, pending final adoption.	88	MPD	Staff Time	A/O	Department SOP has been amended to address this recommendation. The new process posts drafts of new/updated policies to the MPD website with a time period and mechanism to allow for public input/feedback. The SOP also allows for additional feedback mechanisms on particular SOPs when appropriate. A number of SOP updates have involved solicitation of additional feedback/input from external stakeholders as a result. https://www.cityofmadison.com/police/documents/sop/ChangesCCsop.pdf	Complete		
108	MPD shall ensure, either through policy or training, that when SOPs say shall, it means must or mandatory.	NA	MPD	None	A/O	The word "shall" is used hundreds of times in MPD policies, and all relevant parties (MPD command, MPPOA, AMPS, etc.) have clearly understood it to mean mandatory. This will be incorporated into new officer training.	Complete		
109	MPD should incorporate the following precautionary principles into its Use of Force SOPs and MPD officers should be trained accordingly: • Necessity: Deadly force should only be used as a last resort. The necessity to use deadly force arises when all other available means of preventing immediate and grave danger to officers or other persons have failed or would be likely to fail. • Proportionality: When force is needed, the force used shall be in proportion to the threat posed. Department members will use only the force that is proportional to the threat, actions, and level of resistance offered by a subject. Proportionality involves officers: (1) using only the level of force necessary to mitigate the threat and safely achieve lawful objectives; (2) considering, if appropriate, alternate force options that are less likely to result in injury but will allow officers to achieve lawful objectives; and (3) considering the appropriateness of officers' actions. Proportional force does not require officers to use the same type or amount of force as the subject. The concept of proportionality does not mean that officers, at the moment they have determined that a particular use of force is necessary and appropriate to mitigate a threat, should stop and consider how their actions will be viewed by others. Rather, officers should begin considering what might be appropriate and proportional as they approach an incident, and they should keep this consideration in their minds as they are assessing the situation and deciding how to respond. Proportionality also considers the nature and severity of the underlying events. • Reassessment: Officers shall reassess the situation after each discharge of their firearm.	NA	MPD	Staff Time	High	Many of these concepts are already reflected in MPD policy. A more thorough review will take place to determine if additional SOP changes are appropriate.	Complete	Yes	The "Use of Force" SOP is reviewed annually and was updated to add additional clarification on these concepts (e.g. necessity and immediate threat.)

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	• Totality of officer conduct: The reasonableness of an officer's use of force includes consideration of the officer's tactical conduct and decisions leading up to the use of force. Police officers shall ensure their actions do not precipitate the use of deadly force by placing themselves or others in jeopardy by taking unnecessary, overly aggressive, or improper actions. It is often a tactically superior police procedure to withdraw, take cover or reposition, rather than the immediate use of force. • Immediate threat: Deadly force is only authorized if the threat is immediate. A threshold of "immediate threat" reflects language in United States Supreme Court decisions. The latest model use of force policy published by the International Association of Chiefs of Police eliminates the term "imminent."								
110	MPD should modify its use of force policies to more clearly instruct officers on the duty to employ tactical alternatives to force, and to make clear the Department's expectation that officers follow tactical principles of officer safety.	89	MPD	Staff Time	A/O	Department SOP has been amended to address this recommendation. The change was implemented in early 2019, and all MPD officers were provided training prior to implementation. https://www.cityofmadison.com/police/documents/sop/Deescalation.pdf https://www.cityofmadison.com/police/documents/sop/NonDeadlyForceUseof.pdf	Complete		
111	MPD should publicize to its officers and its community its commitment and willingness to go beyond the Graham v. Connor standards when it further refines its policies relating to the use of force.	90	MPD	None	A/O	MPD's initial response to the OIR report addressed this issue; OIR has recognized that response as an appropriate and sufficient response to this recommendation.	Complete		
112	MPD should amend its Electronic Control Device Use SOP to limit ECD use to circumstances involving violent or assaultive subjects, or to prevent subjects from harming themselves or others.	91	MPD	Staff Time	A/O	This has been addressed. OIR misunderstood the core requirement of the SOP language addressing when an ECD may be used. For years, MPD training and SOP have required that there be violent/assaultive behavior or its threat and that the subject pose an articulable threat of harm to an officer or another person before ECD use is appropriate. Punctuation was added to the SOP to clarify any misunderstanding. https://www.cityofmadison.com/police/documents/sop/NonDeadlyForceUseof.pdf	Complete		
113	MPD should modify its ECD guidelines to prohibit ECD use, outside of exigent circumstances, on women obviously pregnant, elderly individuals, obvious juveniles, individuals on stairwells, rooftops, or other elevated positions, and bicyclists.	92	MPD	Staff Time	A/O	MPD SOP has been updated to address this. While these principles have always been incorporated into MPD's ECD training, language has now been added to the SOP to reinforce these concepts. https://www.cityofmadison.com/police/documents/sop/NonDeadlyForceUseof.pdf	Complete		
114	MPD should modify its ECD guidelines to require officers to re-assess the threat posed by an individual prior to any successive ECD application, as is the case for any repeated use of force.	93	MPD	Staff Time	A/O	MPD SOP has been updated to address this. This principle has always been incorporated into MPD use of force training (applying to all tools/techniques, not just ECD use). Language has been added to the SOP to reinforce the concept. https://www.cityofmadison.com/police/documents/sop/NonDeadlyForceUseof.pdf	Complete		
115	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, unless exigent circumstances are present where the higher use of force would be required to gain control of a subject.	94	MPD	Staff Time	A/O	MPD SOP has been updated to address this. While this principle has always been incorporated into MPD's ECD training, language has now been added to the SOP to reinforce the concept. https://www.cityofmadison.com/police/documents/sop/NonDeadlyForceUseof.pdf	Complete		
116	MPD should modify its ECD guidelines to preclude multiple officers from simultaneously deploying their ECDs on an individual unless exigent circumstances are present where the higher use of force would be required to gain control of a subject.	95	MPD	Staff Time	A/O	This is incorporated into the SOP language outlined in #115. https://www.cityofmadison.com/police/documents/sop/NonDeadlyForceUseof.pdf	Complete		
117	MPD should modify its ECD guidelines to require medical clearance of all subjects on whom an ECD has been used, and to have ECD darts removed by medical personnel. Medical personnel could conduct this medical screening and removal of darts at the scene, and subjects for whom the screening has found medical conditions, reactions, or injuries, or who are requesting medical attention, should be transported to a medical facility for evaluation and treatment. City medical personnel who may be tasked with providing clearance should be consulted before guidelines are changed.	96	MPD	Staff Time	A/O	This recommendation was reviewed and given considerable internal consideration. Ultimately, existing language on probe removal was retained. Additionally, broad language was added to the SOP on aftercare. The new language requires officers to affirmatively ask a subject if he/she wants medical treatment any time recordable force is used. https://www.cityofmadison.com/police/documents/sop/NonDeadlyForceUseof.pdf	Considered - Not Implemented		
118	MPD should train the Police Executive Research Forum recommendation that an ECW deployment that is not effective does not mean that officers should automatically move to their firearms.	NA	MPD	None	A/O	This is consistent with how MPD officers are trained.	Complete		

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119	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.	97	MPD	Staff Time	A/O	MPD SOP has been updated to address this. https://www.cityofmadison.com/police/documents/sop/FootPursuits.pdf	Complete		
120	MPD should modify in the near future its training or SOPs to tighten up discretion that officers have about engaging in foot pursuits and, in considering those revisions, it should consider adopting the recommendations of the CRT about foot pursuits, including: a) provision that directs officers to maintain a safe distance, rather than overtaking the suspect, until sufficient cover (e.g. backup officers, etc.) is available to take the suspect into custody. This provision may include a list of techniques to consider (e.g. paralleling the suspect, etc.; see Portland OR policy for an example of such a list). b) A provision to the effect of "No sworn member shall be criticized for deciding against initiating or discontinuing his/her involvement in or terminating a foot pursuit." c) A provision specifying safety-enhancing explicit restrictions on engaging/continuing foot pursuit (see Portland OR policy for an example of such a list). Among other restriction, foot pursuit of armed suspects should be prohibited unless, in extreme circumstances, no other alternative strategy is feasible and a delay in the apprehension of the suspect would present a threat of death or serious physical injury to others. d) A provision directing officers to consider factors related to the suspect's behavior when deciding whether to initiate or continue pursuit (see Portland OR policy for an example). e) Language requiring the officer to continually assess whether to continue the pursuit. f) A provision specifying that, whenever possible, the first officer to reach the suspect should not go "hands on" with them, but instead should wait for backup to take that role.	NA	MPD	Staff Time	Low	Staff have been reviewing this recommendation and are working on a draft SOP to address these concepts.	Complete	Yes	MPD has a formal "Foot Pursuits" SOP that is reviewed annually for revisions. https://www.cityofmadison.com/police/documents/sop/FootPursuits.pdf
121	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.	98	MPD	Staff Time	A/O	MPD SOP has been modified to address this recommendation: https://www.cityofmadison.com/police/documents/sop/DeadlyForceUseof.pdf The SOP was updated in early 2019 and all sworn personnel were provided training in the new SOP prior to implementation.	Complete		
122	MPD should modify its policy prohibiting shooting at moving vehicles to read: "Firearms shall not be discharged at a moving vehicle unless: 1) A person in the vehicle is threatening the officer or another person with deadly force by means other than the vehicle; or 2) The vehicle is operated in a manner that reasonably appears deliberately intended to strike an officer or another person, and all other reasonable means of defense have been exhausted (or are not present or practical). To prevent the threat of being struck by a vehicle, officers should make every effort to avoid putting themselves in the path of any moving vehicle and, when such positioning is unavoidable, to move out of the vehicle's path as soon as practical."	99	MPD	Staff Time	A/O	MPD SOP has been modified to address this recommendation: https://www.cityofmadison.com/police/documents/sop/DeadlyForceUseof.pdf The SOP was updated in early 2019 and all sworn personnel were provided training in the new SOP prior to implementation. The modification was based on the original OIR report; so it excludes some language in the Ad Hoc recommendation (the final clause). MPD training is consistent with this, however, and future consideration will be given to incorporating it into the SOP.	Complete		
123	MPD should develop specific policies, training, and code of conduct standards intended to limit strikes to the body to circumstances where they are truly necessary and provide specific guidance as to what those circumstances might be and in all circumstances ban strikes to the head and strikes to individuals who are non-resisting or in restraints.	NA	MPD	Staff Time	Medium	MPD will review existing SOP and training and determine if modifications are appropriate. Note that in late 2019 and early 2020 the department provided defensive tactics training to all personnel to provide additional physical control options designed to reduce the need for active countermeasures (strikes).	Complete	Yes	MPD continues to research and train physical control methods that are safer and more effective than striking.
124	All of Fyfe's Principles should be incorporated into MPD's "Response to Persons with Altered State of Mind" SOP.	NA	MPD	Staff Time	Medium	MPD is generally supportive of these concepts and will review SOP language to determine appropriate modifications.	Complete	Yes	These concepts have been addressed via SOP language and/or training. In 2021 the Crisis Negotiation Team (CNT) provided department-wide in-service training, and the Mental Health Unit provides extensive training to the Pre-Service Academy (including scenario based instruction).

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125	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.	100	MPD	Staff Time	A/O	This occurs and is an ongoing process.	Complete		
126	MPD should consider deploying additional protective equipment in squad cars, including but not limited to transparent acrylic personal protection shields and Kevlar stainless steel gloves, and provide training in their use.	NA	MPD	Unknown	Low	MPD is committed to providing appropriate equipment to employees to enhance officer and community safety. Funding has been provided to expand availability of some less lethal tools (see #127). However, the COVID-19 pandemic is likely to make budgets extremely tight in the near future. And, maintaining/replacing Tasers in future years will have a significant budget impact. Maintaining Taser inventory and expanding current platforms (see #127) takes priority over experimenting with new tools.	Complete	Yes	In 2022 MPD equipped sergeant squads with "soft helmets" for persons trying to harm themselves by intentionally striking their head against the hard surfaces of police cars, etc.
127	MPD should consider acquisition and training in additional well-developed, less-lethal tools, such as newer options for chemical sprays and better/safer kinetic weapons. An example of the former is the Piexon JPX4. An example of the latter is the 40 mm platform with appropriate less-lethal ammunition.	NA	MPD	$120,000+	A/O	MPD researches and evaluates new force options on a regular basis. MPD's 2020 and 2021 capital budget includes funding for increased less lethal capacity. The objective is to equip each of MPD's primary response vehicles with a less lethal launcher. Early T&E is underway, and it appears that the 40mm platform will be selected. Equipping each operational vehicle with a 40mm launcher will increase the likelihood that one will be immediately available when needed in a crisis, and reduce the chances for an avoidable deadly force encounter. Funding allocated in the 2020 and 2021 budgets will not be sufficient to equip each primary response vehicle, additional funding will be needed to accomplish this objective.	Complete	Yes	All fully marked MPD patrol vehicles and unmarked patrol sergeant vehicles are outfitted with a 40mm less lethal impact device. These tools increase the immediate availability of less lethal alternatives for officers to utilize in response to an emergency. Guidelines regarding their use are provided in MPD's Use of Force SOP. www.cityofmadison.com/police/documents/sop/UseofForce.pdf
128	MPD should reach out to NYPD administration to gain a detailed understanding of NYPD's schema of "firearms control," to determine if NYPD's approach, or elements of it, could be useful in reducing the frequency of officer involved shootings in Madison. If the answer is affirmative, MPD should consider incorporating this approach.	NA	MPD	Staff Time	Low	MPD will explore this concept further as resources permit.	In-Progress	Yes	The creation of the Service Excellence and Outreach division will allow additional time and personnel to further review this recommendation.
129	MPD should reach out to the Police of Finland, particularly the Police University College, and send at least one command officer to Finland, to learn about Finnish Police methods (training, tactics, etc.) that may be useful for reducing the frequency of fatal officer involved shootings.	NA	MPD	Moderate	Low	The cost to send a commander to Finland would likely be several thousand dollars (in addition to the commander's time). Given the current and future budget situations additional funding for this is unlikely. MPD will explore reviewing these practices through other means.	In-Progress		This will be further explored in 2027.
130	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.	101	MPD	Staff Time	A/O	MPD has worked with the National Police Foundation to administer several internal surveys. Like the community surveys, these are based on a core Police Foundation survey, with some additional MPD-specific questions added. Working with the Police Foundation and using their core survey allows MPD results to be compared with national averages and those of other agencies. In addition, MPD has worked with the Police Foundation to create an internal survey for civilian employees. MPD has a number of other venues for employee feedback (Officer's Advisory Committee; Civilian Advisory Committee, etc.). The department will continue to explore additional mechanisms for input/feedback.	Complete		In the spring of 2026 MPD conducted a department-wide anonymous study related to employee wellness that asked for suggestions on how to improve the work place. Those results are now being compiled and evaluated by staff.
131	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.	102	MPD	Staff Time	A/O	This concept is fully integrated into the pre-service academy learning environment. Instructor discussion and active participation result in the sharing of various perspectives and experiences. Standards for personnel assignments, whether the annual shift selection process by seniority, competitive processes for closed positions, or the promotional process are all administered fairly and consistently. MPD does take note of all officers' unique abilities and perspectives, and seeks to utilize employees' skills in the best way.	Complete		
132	The Madison Professional Police Officers Association should make efforts to enlist greater participation by officers of color, including in leadership positions.	103	MPPOA	Unknown	NA	This recommendation is directed to the Madison Professional Police Officers Association (MPPOA).	Other	Yes	This continues to be a need for the MPD.
133	The City should work to revise the current agreement with the Madison Professional Police Officers Association (MPPOA) in order to provide MPD more flexibility regarding shift and location assignment of officers.	104	City/MPPOA	Unknown	Low	This is a matter for bargaining.	Bargaining		
134	MPD should reinstitute an officer performance evaluation system that collects and incentivizes progressive policing activity.	105	MPD	Staff Time	High	The department has been putting forth considerable effort to develop an updated formal employee feedback process. Several workgroups were utilized and an SOP was developed that created an updated process. All MPD supervisors were scheduled to receive training in the new process in March and April, with the SOP and process to be formally implemented immediately after. The COVID-19 pandemic required the cancellation of the training, and the implementation of the process is currently on hold.	Complete	Yes	MPD completed a thorough revision of the "Supervision and the Early Intervention System" SOP to include an Employee Feedback process that reinforces ongoing employee check-ins and development. https://www.cityofmadison.com/police/documents/sop/SupervisionEarlyInterventionSystem.pdf
135	MPD should regularly audit performance evaluations to ensure that supervisors are uniformly documenting officer activity objectively and fairly.	106	MPD	Staff Time	High	The new employee feedback process described in #134 calls for documentation to be reviewed up the chain of command to ensure quality and consistency.	Complete	Yes	The Supervision, Employee Check-Ins, and the Early Intervention System incorporates a review process.
136	MPD should collect data on how many times officers request consent to search individuals and places, and on the demographics of those who are subject to such requests and searches. Whenever officers are in range of an operable recording system, they should audio record the entire consent encounter. MPD should amend its SOPs to require, prior to any consent searches, that officers explain to individuals that they have a right to refuse consent. MPD should change its current SOP to require presentation and signature of a consent to search form when audio recording of the encounter is not possible prior to executing a voluntary search.	107	MPD	Staff Time & possible software costs for data collection	Low	MPD will review this recommendation.	Ongoing		When MPD officers conduct a consent search they are required to document the articulable reasons for their search in a narrative report. Additionally consent ot search forms are available for use prior to searching a vehicle or residence. With the recent hire of a Data Manager, further opportunities will be explored for gathering additional data on the frequency and specifics of these searches. If body worn cameras are fully implemented, their use will aid in the capturing of incidents involving consent searches.

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137	MPD should work with the City and the Madison Professional Police Officers Association (MPPOA) to consider the feasibility of moving sergeants to the Association of Madison Police Supervisors.	108	MPPOA	Unknown	NA	This is a matter for bargaining.	Bargaining		
138	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.	109	MPD & 911 Center	Staff Time	Low	MPD supports this concept, but limited training time and staffing capacity make it unlikely that we will integrate with 911 Center training once a year. The department will continue to work with the 911 Center to explore ways to improve training and integration between agencies.	Complete	Yes	MPD continues to work closely with the Dane County Department of Public Safety Communications Center. Most recently our agencies participated in joint scenario trainings to improve our coordination to active threat incidents.
139	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.	110	MPD & 911 Center	Staff Time	Low	MPD supports this concept and will explore options with the 911 Center, given staffing and training time limitations.	In-Progress	Yes	The Mental Health Unit is working with the Dane County Dispatch Center to improve dispatching software for co-responses (officer + crisis worker). Currently, the CARES Unit (Community Alternative Response Emergency Services) has a defined call sign and MPD is working to develop a similar model for faster, easier, and smoother co-responses to calls involving persons in crisis.
140	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.	111	MPD & 911 Center	Staff Time	A/O	MPD agrees with this concept. Incident reviews have included 911 Center staff when appropriate, and this practice will continue.	Complete		
141	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.	112	MPD & PFC	Minimal + Staff Time	A/O	Diversity is one of MPD's Core Values, and the department has a national reputation for its diverse workforce. MPD's commissioned staff is about 28% female and about 21% people of color. The 2020 MPD academy class (hired in May, 2020) is 34% female and 24% people of color. The department also looks to recruit and hire candidates with diversity in background and life experience. Final authority over the hiring process and hiring decisions rests with the PFC.	Complete	Yes	This will be an ongoing effort and commitment and was included in MPD's Strategic Plan (Action Item 1.4). The MPD created the MORE initiative or Minority Officer Recruitment Effort in recent years to more intentionally focus recruitment efforts towards HBCU's and to better support candidates from underrepresented populations. The MPD also created a full-time recruiting officer position to increase the department's capacity to support individual candidates during the hiring process.
142	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.	113	MPD	Minimal	A/O	This change has been made. While the psychiatrists involved in the hiring process have routinely provided feedback on individual background investigations in the past, moving forward the annual process will include solicitation of input/feedback on the overall process/system.	Complete		
143	MPD should examine whether it would be beneficial to include the M-PULSE Inventory as a pre-employment screening instrument.	NA	MPD	$5,500	A/O	MPD requested funding in the 2020 budget to allow for incorporation of this into the hiring process. Funding was approved, and the plan has been to incorporate M-Pulse into the 2020-2021 hiring process and evaluate its benefits.	Complete	Yes	MPD incorporated the M-PULSE Inventory into its hiring process but found it to be innefective as a pre-employment screening tool. The inventory is no longer used, however a more effective alternative is currently in place.
144	MPD should engage community members at the interview stage of its promotional process.	114	MPD & MPPOA	Staff Time	A/O	The promotional process for the ranks of detective, investigator and sergeant are governed by MOU with the MPPOA. The primary component of the promotional process is an assessment center, focusing on technical skills/abilities. To the extent possible, outside evaluators have been and will be involved in these processes. The department will continue to explore ways to expand this involvement in the future. Promotional processes for command ranks are at the discretion of the Chief. Currently the processes do not include a traditional panel interview. However, the promotional process for the rank of Captain has involved a scored scenario with four community members serving as participants and evaluators.	Complete		
145	MPD should provide mentors for promising officers from underrepresented groups to help them prepare for and be motivated to apply for promotions.	NA	MPD	Staff Time	Medium	MPD has a formal mentorship program for newly hired officers, who are all paired with a veteran officer as a mentor. A great deal of informal mentoring also occurs; commanders and supervisors are encouraged to identify promising officers – including female officers and officers of color – and provide support and mentorship to them. Consideration will be given to whether this approach should be formalized. Women and people of color are well represented in MPD's promoted ranks.	Complete	Yes	Additionally, the MORE program was established to assist these officer candidates through the recruitment process.
146	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.	115	MPD	Moderate	Low	MPD is committed to incorporating cultural competence training into the pre-service academy, and has done so for many years. Prior academies have also experimented with creative ways to expose community members to the recruit class. One previous class held the ECD (Taser) portion of the academy in a public venue, with community members invited to attend and observe. The suggested concept would require extending the pre-service academy by two weeks (which will have a cost).	Complete	Yes	Members of the recruit class now participate in ride-along days with patrol officers during the Academy to interact with members of the community and have participated in National Night Out events. Additionally, students continue to receive cultural competence training and interact with community members during their Madison Area Recovery Initiative (MARI) and mental health crisis response training.
147	MPD should study whether the Academy class ranking system has a disparate impact on persons from diverse backgrounds.	116	MPD	Staff Time	A/O	The City of Madison's Racial Equity & Social Justice Initiative (RESJI) seeks to "establish racial equity and social justice as a core principle in all decisions, policies and functions of the City of Madison." One mechanism utilized by the City to further this objective is the RESJI tool. The purpose of the RESJI tool is "to facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City." The City's RESJI efforts are facilitated by Madison's Department of Civil Rights. The MPD Equity Team utilized the RESJI tool to analyze the pre-service academy scoring/ranking system. The analysis concluded that the current system does not create any disproportionate impact on communities of color or low-income communities. However, the Equity Team noted that one minor aspect of the scoring system (awarding merit points to recruit officers) provided too much room for subjectivity, introducing the potential for bias. This component of the system will be reviewed and improved, consistent with the Equity Team's recommendations. MPD will continue to evaluate the class ranking system to identify any unintended consequences and areas for improvement.	Complete		

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148	MPD should evaluate 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 in the same class. MPD should report to the Common Council and to the Independent Monitor at the end of each academy the demographics of each class, including race, ethnicity, gender, and socioeconomic background and a demographic comparison of those who received seniority based on class rank. MPD should work with the Common Council to develop the reporting process.	117	MPD	Staff Time	Low	MPD has previously experimented with a non-competitive class ranking system, and found it to have significant adverse consequences. The impact of class ranking on an officer's long-term career decreases with experience, and after a year or two of service it generally does not have a major impact on an officer's options.	Complete		
149	MPD should regularly solicit the Madison community for topics to be presented at the pre-service Academy or during in- service training.	118	MPD & IT	Staff Time	A/O	MPD regularly receives suggestions/input for training topics. These are currently collected by the Training Captain, and reviewed for applicability and feasibility. The department has also implemented additional mechanisms to increase community input on training topics: • A direct link was added to the MPD Training Section website to solicit and accept input on training topics. • District command staff are encouraged to seek input on training topics from the public at community meetings and from their Captain's Advisory Groups. • The Training Team will solicit input from MPD Community Academy attendees.	Complete		
150	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.	119	MPD	Staff Time	Low	MPD supports this concept and has explored providing additional training through bulletins or videos. Current Training Team staffing levels do not allow for this to be accomplished on a regular basis, however. Periodic legal updates are distributed to the department, and additional training summaries/videos are utilized occasionally.	Complete	Yes	Regular "micro-trainings" and training newsletters are used to promote ongoing professional development and provide timely updates on training topics.
151	MPD should continue to examine training protocols throughout the country and use that review to continue to improve its well-functioning training.	120	MPD	Staff Time	A/O	MPD does this now and will continue to do so. MPD lead trainers are members of the International Law Enforcement Educators and Trainers Association (ILLETA) and use this as a mechanism to remain engaged with new concepts and national best practices in police training.	Complete		
152	MPD should seek, encourage, and provide additional training opportunities outside the Department, particularly leadership training for first-level supervisors.	121	MPD	Staff Time + Additional costs (tuition, travel, etc.)	High	Ensuring that all MPD personnel have access to quality training, both internal and external, is a priority. Expanding annual inservice training hours is desired, though it will have an impact on staffing. This continues to be reviewed. Providing additional external training opportunities for MPD personnel is also a priority, including supervisory training. Cost is the primary obstacle, as external trainings typically have significant cost (tuition, travel, etc.). External trainings also impact staffing. An increase in specialized training funds available to MPD would allow for progress on this recommendation. The department did make some progress on this recommendation after the OIR Report was released. All MPD sergeants and newly promoted lieutenants received leadership training in November of 2018. This training focused on coaching, mentoring and resiliency. A number of newly promoted supervisors have also attended the Wisconsin Department of Justice front-line supervision course.	Complete	Yes	Grant funding was obtained to send leaders to rank-specific leadership trainings throughout the United States and host courses at the MPD Training Center. Additionally, a 40-hour leadership develpment program is now hosted internally for emerging and informal leaders within the department (both professional and comissioned staff).
	MPD should comprehensively follow a victim-centered, trauma-informed approach for sexual assault response. MPD should review the Police Executive Research Forum "Executive Guidebook: Practical Approaches for Strengthening Law Enforcement's Response to Sexual Assault," and modify its sexual assault response policies, procedures and training where necessary to concord with the Guidebook recommendations. We also offer the following specific recommendations: 1) MPD's sexual assault response policies should explicitly communicate leadership messages and priorities about maintaining a victim-centered, trauma-informed approach (so that they are analogous to model policies in the Executive Guidebook). When developing sexual assault policies, MPD should enlist the help of experts or victim advocates. 2) All MPD officers should be well trained on trauma response and the neurobiology of trauma to ensure they are familiar with the range of potential reactions to sexual assault and to provide victims with the best possible services. It is important that responding officers and investigators understand that a victim's self-protective measures in the wake of a sexual assault might not comport with other people's expectations or the objectives of the justice system. 3) MPD should do more department-wide scenario-based training for sexual assault response. Scenario based training should be provided on a regular basis to all department members. 4) MPD should partner with local advocacy organizations to use experienced victim advocates as actors for scenario- based sexual assault response training. 5) Sexual assault cases that MPD has mishandled (or handled suboptimally) in the past should be included in the training scenarios. Such cases should be dissected, looking for where mistakes were made. It is crucial that MPD own its mistakes, maintaining an open-minded, non-defensive perspective, if it is to improve. 6) Officers should be educated about common biases, stereotypes, and myths surrounding sexual assault (for example, common misunderstandings about								

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153	surrounding sexual assault (for example, common misunderstandings about rates of false allegations), and how to counteract these myths to ensure accurate and unbiased investigations. Training and policy should explicitly emphasize that sexual assault cases be investigated in an unbiased manner, free of assumptions and stereotypes about victims. Cases in which this may be important include, among others, same sex couples, male victims, victims with disabilities, and victims with mental illness (mentally ill individuals may often be more vulnerable to sexual assault than the unaffected population, but may be discriminated against in the criminal justice system). 7) When interviewing a sexual assault victim, officers should work to build rapport with the victim, use trauma- informed and victim-centered practices, avoid harsh or neutral tones, and accept and document the victim's statement without hesitation. The victim should be treated respectfully and with dignity. Officers should remember that an interview of a sexual assault victim is not an interrogation and should be careful about asking questions that may come across as judgmental or victim-blaming. Detectives should ask the victim for a full account of what happened using open-ended questions, allowing them to speak uninterrupted. 8) Supervisors and department leaders should recognize officers for displaying competencies in the area of victim sensitivity in investigations and interactions with victims. 9) Policies and procedures should adequately incorporate considerations for specific underserved/marginalized populations or communities. Cultural competency and cultural awareness within the department are crucial to providing the best care to victims. Officers should receive training to assist them in their response to non-English speaking victims, victims from diverse racial, religious or ethnic groups or cultures, victims with disabilities, elderly victims, immigrant victims, victims who identify as lesbian, gay, bisexual, transgender or queer (LGBTQ), and victims who are involved in trafficking and commercial sex exploitation. Detectives should be trained to understand how cultural issues may impact victim response, to avoid misinterpreting culturally-based behavior. Practices should be improved with regards to use of interpreter services. That a victim knows some minimal English should not result in interviews being conducted in English when that is not the victim's primary language. Children or other family members should not be used to interpret. 10) MPD should maintain open lines of communication with victim advocates and solicit feedback on its performance, utilizing this feedback to improve performance. In responding to sexual assaults, officers should adequately take into account the experience of victim advocates present and have an understanding of victim advocates' privilege. 11) Whenever possible, reports should include transcripts of key interviews and, when summarizing key interviews, investigators should use the victim's own words (in quotation marks). 12) A case should be classified as "unfounded" only after a thorough investigation demonstrates that the report was false or baseless, and this classification should be avoided except for rare circumstances. 13) When cases are charged, MPD should fully inform victims, both orally and in writing, about available services, including the District Attorney's Victim Witness Unit program, with sufficient follow up procedures/assistance. 14) MPD should partner with local organizations working in this field to do more public education on sexual assault, including on how common sexual assault is, the prevalence of drug/alcohol facilitated sexual assault (particularly on campus), human trafficking, and the hurdles victims face. 15) MPD should take additional steps to maintain the wellbeing of officers who work on sexual assault crimes, given the potential for vicarious trauma and other negative impacts. This should include Mindfulness Based Resiliency Training and implementing a Special Victims Unit wellness program. 16) Note that many of these recommendations are also applicable, and should be followed, in cases of domestic violence, human trafficking, or commercial sexual exploitation. This includes the importance of a victim-centered, trauma informed approach. Moreover, note that domestic violence and sexual assault can intersect.	NA	MPD	Staff Time	High	These concepts are supported by MPD and have been incorporated into training and practice for years. The Sexual Assault SOP recently went through revision to address these specific recommendations and the content of the PERF guidebook. Local external stakeholders were included in the review process. The SOP is going through final internal review and will be implemented soon.	Complete	Yes	The updated "Sexual Assault Investigation" SOP has been revised several times since this recommendation to continually support these concepts. Additionally, in-service training was completed in partnership with community partners to emphasize trauma informed/victim centered interview and the neurobiology of trauma. https://www.cityofmadison.com/police/documents/sop/SexualAssaultInvestigations.pdf
154	In the interest of preventing false confessions and enhancing community trust, MPD should adopt a policy, and provide corresponding training to all investigating officers, providing that, apart from the deceit inherent in appropriate undercover operations, interrogating officers should not, except in extraordinary circumstances, and when feasible with the prior approval of supervisory staff, utilize deceit about the material facts of the case during interrogations.	NA	MPD	Staff Time	Medium	MPD will review this recommendation.	Ongoing	Yes	MPD's Code of Conduct requires members of the department to be truthful, but allows for court-recognized instances where there are legitimate investigative activities involved. We have brought in training to detectives on science-based interview techniques. This training placed less emphasis on getting a confession. We will continue to seek out the best available training to guard against false confessions.
155	MPD should work, in collaboration with the State Crime Laboratories if possible, to develop policies and procedures for submitting information to the crime laboratories that are designed to minimize context and other cognitive biases in forensic analyses.	NA	MPD & WSCL	Staff Time	Low	MPD supports this concept and will explore options for policy development with the Wisconsin State Crime Lab (WSCL).	Complete	Yes	MPD has worked with the WSCL to update it's best practices regarding evidence collection and submission (for both suspects and victims). The Forensic Services Unit (FSU) continues to work and train with the WSCL to adopt new best practices as they are developed.

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156	For purposes of assessing staffing levels and needs, and making requests for personnel expenditures to the Common Council, the MPD should find ways to capture and convey data on both patrol and non-patrol officer staffing levels, and to ensure that staffing levels of all categories are not underreported to the Common Council.	NA	MPD	Unknown	Medium	MPD continues to explore mechanisms to collect workload data for non-patrol units/functions (as described in other recommendations). Information provided to policymakers will incorporate this data when it is available, and will include comprehensive information about overall MPD staffing.	Ongoing	Yes	MPD continues to produce an annual workload report that is provided to the Common Council.
157	MPD should integrate into its staff psychologist/peer support program an annual wellness support program that mandates annual mental wellness assessments with ongoing stress management counseling, restorative support and restoration practices built into police shifts. With all officers participating in this program, it's fundamentally equitable. No single officer's participation will appear out of the ordinary thus protecting them for an invasion of privacy or being ostracized. The annual wellness assessment will not be a fitness for duty evaluation except when a therapist, as part of their ordinary duties, is required to disclose information to protect the public from harm. The City of Madison should provide sufficient funding to support these assessments.	NA	MPD	150000 (annually)	High	MPD's 2020 operating budget included funding for this initiative. Early in the year, agreement was reached on an MOU with the MPPOA and AMPS that outlined parameters of the program. An RFP went out, and a vendor was selected to provide this service. Unfortunately, the COVID-19 pandemic has created a significant City budget crisis, and moving forward with this initiative is no longer feasible. The vendor may offer some limited services at no cost. The department strongly supports this concept.	Complete	Yes	Employee wellness is fully supported. Annual wellness days are now scheduled for all MPD employees, both professional and commissioned staff. Additionally, a peer support team is regularly utilized to provide on-going resources and assistance to employees throughout the year and in conjuction with the City of Madison Employee Assistance Program.
158	MPD should establish a policy to ensure the privacy and confidentiality of all officers as they participate in the mental wellness program.	NA	MPD	150000 (annually)	High	This protection was incorporated into the initiative described in #157.	Complete		
159	The City of Madison should advocate for changes in Wisconsin State Statutes to allow law enforcement officers to receive workers' compensation and duty disability for PTSD acquired as a result of the day to day traumas and stresses of police work, as outlined in recently introduced legislation.	NA	Mayor & Common Council	Unknown	NA	This is directed to the Mayor and Common Council.	Other	Yes	This recommendation is reflected in the 2021 Wisconsin Act 29.
160	MPD should provide accessible literature at its stations, encouraging feedback regarding the performance of its officers, including blank complaint and commendation forms.	122	MPD	Minor	A/O	MPD supports this and makes these forms available online, at district stations and Madison public libraries. The feedback form was updated in 2018.	Complete		
161	MPD should remove the 90-day limit from its SOP on investigation of complaints and investigate all complaints that allege a violation of rules.	123	MPD	None	A/O	Department SOP has been amended to address this recommendation. https://www.cityofmadison.com/police/documents/sop/PSIAcomplaintInv.pdf	Complete		
162	MPD should codify its current practice to expressly indicate in its SOP that it is committed to investigating anonymous complaints.	124	MPD	None	A/O	Department SOP has been amended to address this recommendation. https://www.cityofmadison.com/police/documents/sop/PSIAcomplaintInv.pdf	Complete		
163	MPD's SOPs should be revised so that every complaint alleging a policy violation receives a PSIA number.	125	MPD	None	A/O	Department SOP has been amended to address this recommendation. https://www.cityofmadison.com/police/documents/sop/PSIAcomplaintInv.pdf	Complete		
164	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.	126	MPD	None	A/O	Department SOP has been amended to address this recommendation. https://www.cityofmadison.com/police/documents/sop/PSIAcomplaintInv.pdf The new SOP does not require recording all Professional Standards & Internal Affairs (PSIA) interviews, as that could have significant cost, workload and timing consequences (due to transcribing the interviews). However, the updated SOP provides additional clarity on which interviews should be recorded, with a focus on allegations that – if proven true – would result in discipline.	Complete		
165	MPD should ensure that violations of integrity are appropriately charged as such in the disciplinary process.	127	MPD	None	A/O	MPD supports this philosophy and will continue to do so. MPD proactively releases quarterly summaries of disciplinary cases, and releases an annual Accountability Report to provide an overview of the year's complaints and findings.	Complete		
166	MPD should consider whether there is sufficient accountability in its disciplinary process regarding violations of integrity and force.	128	MPD	None	A/O	MPD will continue to review SOP and practices to ensure that the disciplinary process is functioning effectively.	Complete		
167	MPD should expand its restorative justice disciplinary program to authorize and address courtesy violations or other low- level violations involving police/civilian contacts.	129	MPD	Staff Time	A/O	The restorative performance process remains an option for courtesy and low-level violations, and continues to be considered as an outcome when appropriate during the disciplinary process.	Complete		
168	MPD and the City should devise and promote a mediation program to resolve civilian complaints outside of the traditional disciplinary process.	130	MPD	Unknown	Low	MPD supports this concept, and feels that it can have benefits for officers and complainants. However, any program would require some type of funding to implement. MPD does not have the current staff capacity to explore this at present.	In-Progress	Yes	MPD continues to support this concept and will work to pursue this option in 2027.
169	PSIA should continue to build upon its current practices of post-investigation complainant outreach, including the evaluation of cases for possible informal discussion opportunities with involved parties.	131	MPD	Staff Time	A/O	This is a standard practice for MPD's PS&IA unit. When complaints are resolved, the PS&IA Lieutenant or Sergeant regularly will contact and engage the complainant regarding the disposition of the case. These discussions will include efforts to educate and provide transparency into the complaint process and reasons for the disposition. In several instances, complainants or witnesses were invited to view relevant video after the resolution of the complaint, in an attempt to help explain the outcome (though not all invitations were accepted).	Complete		
170	MPD should regularly evaluate serious disciplinary cases to determine whether, pursuant to Department policy, they should be subject to proactive release.	132	MPD	Staff Time	A/O	This is part of the current internal review process. In addition, MPD releases quarterly discipline summaries.	Complete		

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171	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.	133	MPD	Staff Time	A/O	This concept is incorporated into the Early Intervention System and the to-be implemented Employee Feedback process.	Complete	Yes	This recommendation is incorporated in MPDs "Supervision, Employee Check-Ins and the Early Intervention System" SOP. www.cityofmadison.com/police/documents/sop/SupervisionEarlyInterventionSystem.pdf
172	MPD should press forward toward full implementation of its Early Intervention System.	134	MPD	2000 (annually)	A/O	MPD has implemented an Early Intervention System. It will be complemented by the Employee Feedback process (as described above), as soon as that can be implemented. https://www.cityofmadison.com/police/documents/sop/SupervisionEarlyInterventionSystem.pdf	Complete	Yes	This is reflected in the comments for recommendation #171.
173	MPD should continue its work on an early warning system and move in the future towards working with Chicago Data Science for Social Good to enhance the early warning system.	NA	MPD	Unknown	Low	MPD's Early Intervention System is new, and has not yet been complemented by the Employee Feedback process. We anticipate making tweaks/improvements to the process as needed. Incorporating additional data points and providing enhanced information to supervisors is a goal.	Complete	Yes	MPD's SOP on employee check-ins and the early intervention system is found here: www.cityofmadison.com/police/documents/sop/SupervisionEarlyInterventionSystem.pdf
174	MPD should develop an SOP that provides direction to officers instructing them to manually engage dash cams and audio microphones whenever they can reasonably anticipate an encounter with an individual or group they may temporarily detain or take into custody.	NA	MPD	Staff Time	Medium	MPD is in the process of a thorough internal review of the In-Car Video System SOP. This review will consider all aspects of the SOP, including recommendations 174, 175 and 176.	Complete	Yes	This recommendation has been incorporated in MPDs "In-Car Video System" SOP. www.cityofmadison.com/police/documents/sop/InCarVideo.pdf
175	During events that by policy require or recommend the use of recording devices, officers should be required to make a complete uninterrupted audio recording unless a victim or witness refuses to speak while the encounter is being recorded. Records must not be edited and must be real time and continuous. Officers may mute their microphones in situations involving personal conversations or training or mentoring discussions that have no relationship to the events that triggered the activation of the dash cam system.	NA	MPD	Staff Time	Medium	See #174	Complete	Yes	This is reflected in the comments for recommendation #172.
176	In any circumstance in which an officer is otherwise required to write a report of the incident, that report must include a statement explaining any decision to mute any portion of the recording or to terminate the recording prior to the conclusion of the incident pursuant to the in-car video SOP.	NA	MPD	Staff Time	Medium	See #174	Complete	Yes	This is reflected in the comments for recommendation #172.
177	At the conclusion of this committee's work, the Common Council should appoint a new committee made up of members of this committee willing to serve and the original body camera committee willing to serve along with a representative from MPD to undertake a study looking into the issues in OIR recommendations #135, #136, #137, #138, and #139.	135-139	Common Council	Unknown	NA	The Common Council has passed a resolution to create this committee.	Other		