

**Madison Police Department
2023-2028 Strategic Plan
MADISON, WISCONSIN**



April 26th, 2023

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Chief's Message



As the Chief of Police for the Madison Police Department, it is with a great sense of pride that I present the Madison Police Department's Strategic Plan 2023-2028. The members of our police department have demonstrated a strong commitment to these ideals through their participation in the writing of this plan and their acceptance of all actions steps listed within this plan. The members of the Madison community have also demonstrated their acceptance of this plan through their participation in our strategic planning sessions and continuous work groups to ensure compliance with all action steps listed therein.

For years, the Madison Police Department has been working with the community to provide police services of the highest quality. In 2018, the department underwent a comprehensive review as detailed in the OIR and Ad Hoc Committee reports, followed by a 2021 Sentinel Event Review facilitated by the Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Law School. These reviews revealed that the Madison Police Department is an exceptional police department. However, every organization has room to grow. Consistent with our commitment to continuous improvement, we have taken the lessons learned from these reviews and woven them into a long-term Strategic Plan. The 2023 to 2028 Strategic Plan is a living document comprised of four pillars: Madison-Centric Policing, Public Communication, Youth Engagement, and Workplace Culture. I am expecting rapid accelerated progress in each of these dedicated areas. Accelerated progress is necessary for law enforcement because I believe this is a critical moment for meaningful change within all areas of public safety.

This strategic plan is an integral part of our commitment to building community trust, which we will accomplish through transparency, accountability, scenario-based training, advanced equipment, and technology. Additionally, this strategic plan underscores our commitment to workplace culture through equity and inclusion, while ensuring that the Madison Police Department is the best place to work for all. Through our commitment to selfless public service, effective community partnerships, and evidence-based policing, we will gain legitimacy to foster lasting relationships with our Madison Community. I invite you to review the 2023-2028 Strategic Plan and welcome your feedback as we explore the next phase in the history of the Madison Police Department.

Chief Shon F. Barnes

Mission, Vision, and Values

Mission Statement

We, the members of the Madison Police Department, are committed to providing high quality police services that are accessible to all members of the community. We believe in the dignity of all people and respect individual and constitutional rights in fulfilling this mission.

Vision Statement

The Madison Police Department's vision statement is that we are a national model for exceptional policing through our commitment to:

- selfless public service
- effective community partnerships, and
- evidence-based policing.

Core Values

Leadership - All employees are leaders. We value the talents, creativity, and contributions of all employees.

Human Dignity - We acknowledge the value of all people and carry out our duties with dignity, respect, and fairness to all.

Service - We strive to deliver a high degree of service in an unbiased manner.

Community Partnership - We believe that the police can only be successful in improving safety and quality of life the community enjoys when police and members of the public work together to address issues directly.

Integrity - We are committed to performing our work with the highest degree of honesty, integrity and professionalism.

Proficiency and Continuous Improvement - We seek to continuously improve ourselves, and the quality of our service to the community.

Diversity - We engage in continuous learning about different cultures, values and people. We promote mutual acceptance and inclusion of all.

Code of Conduct

In light of the fact that police presence and actions are highly visible examples of the desired role of police in a free society – guardians of constitutional rights and individual liberties – police conduct must be above reproach and held to high standards of professional behavior. When police conduct is found to be lacking, criticism is deservedly more warranted given the fiduciary relationship of trust established with the community. If community trust is lost, support and respect is diminished, as is the efficacy of police operations.

Our Code of Conduct and Core Values define us and direct our behavior; thus, they require strict adherence. Our Standard Operating Procedures detail the means to perform our duties in a reasonable and lawful manner. Policing is complex, and we recognize the legitimate use of discretion to achieve goals that are in line with our Core Values.

Members are responsible for adhering to the contents of the Mission, Core Values, Code of Conduct, and Standard Operating Procedures. In addition, all City of Madison employees are expected to comply with the provisions of the Administrative Procedural Memorandums (APM) of the City.

The Madison Police Department strives to have a workforce that is representative of our community. Consequently, we are an equal employment opportunity/affirmative action employer and have an Equitable Workforce (Affirmative Action) Plan.

Our extensive code of conduct addresses topics such as:

- Legal Authority
- Truthfulness
- Performance of Duties
- Absence From Duty
- Unlawful Conduct
- Equal Protection
- Enforcement of Immigration Laws
- Harassment
- Courtesy
- Respect
- Professional Conduct

- Public Criticism
- Use of Force
- Duty to Intervene
- Vehicle Operation
- Insubordination
- Acceptance of Bribes
- Gifts, Rewards, or Fees
- Criminal Association
- Police Discretion
- Solicitations
- Complaint Acceptance and Investigation
- Cooperation with Investigations Required
- Access to Information

View full code of conduct here:

<https://www.cityofmadison.com/police/documents/codeConduct.pdf>

Executive Summary

The last three years have been difficult for all sectors of society and particularly taxing on relationships between the community and police. There has been much public discussion on the current and future state of policing, locally, nationally, and internationally. With this 5-year strategic plan, we hope to create a fresh understanding of the symbiotic nature of police and community relationships. Simply put, the police need the community, and the community needs the police.

We know that there is a path forward to enhance the socio-cultural understanding of the relevance of effective policing in a free and democratic society. We know there is a strong desire within the community to work with the police to create an open, transparent, paradigm built on public trust and confidence and the pursuit of excellence in public safety. This plan is the start of creating such a policing paradigm in Madison. It embodies the hopes and desires of the community and the police in meeting our city's needs and expectations as it relates to effective policing.

In this plan, you will find information on the history of policing in the North American context. You will learn briefly how that history has continuing impacts on policing practices and philosophies today. Understanding that history is key to how we move forward.

The planning process was critical to arriving at the four strategic goals (1) Madison-Centric Policing, (2) Public Communication, (3) Youth Engagement, and (4) Workplace Culture and associated priorities included in this plan. To ensure our goals and priorities met the needs and expectations of both community and police, we formed four workgroups comprised of community members and MPD employees. You will learn of the vital collaborative and consultative work we undertook and the continuing efforts of the workgroups to monitor and report on plan implementation and progress.

Finally, this plan will detail MPD's desire to ensure the well-being of every member of our community and every member of the organization. This is a plan for the future of our community, and it will set Madison apart as a national leader in exceptional policing and community safety. To ensure we are on this journey together, MPD will provide annual updates to all community members on our progress toward the goals and priorities of this strategic plan.

Introduction

Madison is a growing, dynamic and vibrant city with a proud history of social innovation. The Madison Police Department also has a proud history of innovation, reform and community policing and is critical to our city's safety and well-being. We are in a time of significant change in policing. We are working with the community members of Madison to ensure their needs and expectation of policing are met. We recognize that the future of policing must be imagined by the police and the community jointly.

This strategic plan is the culmination of extensive consultation with members of the MPD and the community. The strategic priorities included in this plan were arrived at by a committee of community members and MPD members. This plan represents the desires of the police and the community and will enable us to create a community policing paradigm that is second to none. It is a living document that will evolve to meet the changing needs of our community. An MPD Strategic Plan Steering Committee will govern implementation. Progress will be monitored and evaluated by working groups of police and community members.

We are confident that this plan and the governance and accountability measures accompanying it will advance community safety and well-being in Madison.

Our Strategic Plan Development Process

The Madison Police Department developed this strategic plan to ensure policing is delivered in accordance with community needs and expectations. The process began with an RFP soliciting input from qualified consultants. The Matrix Consulting Group was awarded the contract and worked with MPD and the community to formulate this plan throughout 2022. This involved meetings with senior members of the Madison Police Department, elected officials and city staff. Matrix conducted surveys of both Madison Police Department members and the broader community.

The community survey focused on community sentiments regarding the services provided by the Madison Police Department. The survey also provided feedback on how community members felt about the Department regarding prevailing attitudes about police and community relationships nationally and internationally. 721 surveys were returned out of 3,000, a response rate of 24%. Respondents could complete the survey either online or using the traditional paper format.

Matrix also offered all MPD employees the opportunity to respond to a survey. Of the 596 total invitations sent to MPD employees, there were a total of 396 responses resulting in a response rate of 66%.

Surveys were followed by focus group meetings within the Department and community. A total of 11 internal meetings and 8 external meetings were held. In addition to focus group meetings, there were numerous one-on-one engagements with various community stakeholders. Ensuring broad representation from underrepresented and marginalized groups was a primary focus of these engagements. A review of feedback from the surveys, one-on-one, and focus group engagements identified the four theme areas that comprised the primary strategic goals of (1) Madison-Centric Policing, (2) Public Communication, (3) Youth Engagement, and (4) Workplace Culture.

After strategic goals were identified, four workgroups comprised of police and community members were established. Work groups were tasked with formulating the strategic priorities of this plan. Workgroups, including community and MPD members, will remain actively involved in monitoring, evaluating, and reporting on the implementation and progress of the plan.

Throughout this process, consideration was given to ensure recommendations from previous reviews were incorporated including from:

1. OIR report
2. Ad Hoc Committee Report
3. Quattrone Report

These reports' foundational principles and practical recommendations were incorporated into the strategic plan to ensure a continuity of change that was already occurring from their recommendations.

In reviewing the reports, we note that several of their overarching themes, such as Community Engagement, Effective Public Communication, Member Wellness, Community Partnerships, Mental Health Protocols, and others, are reflected in MPD's four strategic goals of (1) Madison-Centric Policing, (2) Public Communication, (3) Youth Engagement, and (4) Workplace Culture which forms the foundation of MPD's strategic plan.

An addendum to this strategic plan entitled MPD Strategic Plan Alignment illustrates the high degree of coordination between this strategic plan and those reports.

City of Madison Profile

Madison is the capital of Wisconsin with a population of 269,196 residents. We occupy 94.03 square miles in the geographical center of Dane County, making us the 2nd largest city in the state and the 80th largest in the nation. Madison has an ever-growing presence in the technology industry and serves as headquarters to several Fortune 500 companies. As a result, the City of Madison is consistently ranked as one of the top communities to live, work, play, and raise a family¹. The city of Madison had been for the last 10 years and continues to grow at a rate of 1.2% per year.

Our city has a median age of 32.3 years² and is 51% female. Our per capita income of \$42,473 ranks us above the state and national average. The racial demographics of the city exemplify the diversity that makes Madison the thriving city it is today.

Madison Police Department Profile

Race	City of Madison	MPD Commissioned	The Madison Police Department is organized into 6 district stations and are tasked with responding to an average of almost 140,000 calls for service per year. Approximately 492
White	72%	78%	
Black/African American	7%	9%	
American Indian/Alaskan Native	1%	1%	
Asian/Pacific Islander	8%	3%	
Multi-racial	5%	2%	
Hispanic/Latinx	8%	7%	

commissioned personnel supported by 91 full-time professional staff serve in the Department. Commissioned personnel consist of 71% males, while professional staff consist of 62% females. Our percentage of female commissioned staff is 2.5 times higher than the national average, and leads the nation in the percentage of commissioned female officers. The table above illustrates the demographic profile of commissioned members compared to the City of Madison.

¹ <https://livability.com/best-places/2021-top-100-best-places-to-live-in-america/top-100-2021-madison-wi/>.

² All demographic references courtesy of the 2021 American Community Survey (US Census Bureau).

Year	Budget (\$)	% of City Budget	The Madison Police Department has been allocated approximately 24% of the City's total operating budget over the past several years to provide safety and security to the Madison community. MPD deploys a variety of services within each of the six districts, such as Neighborhood Police Officers, Neighborhood Resource Officers, Mental Health Officers, Traffic Enforcement Safety Teams, and several task forces aimed at critical interdictions. Our commissioned personnel's diversity mirrors that of Madison's diverse community, facilitating connections with all community members.
2019	\$71,088,899	21.4%	
2020	\$85,409,003	25.1%	
2021	\$84,909,586	24.3%	
2022	\$86,630,682	24.0%	

Understanding the History of Policing in North America

As we look to reimagine what effective policing looks like in the 21st Century, it's important to reflect on how we arrived at the current state of policing. The construct of modern-day policing is credited to Sir Robert Peel, who established the Metropolitan Police Force in London, England, in 1829. Sir Robert Peel formulated nine principles of policing that are still held in high regard today.

Peel's Principles of Policing:

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
5. Police seek and preserve public favor not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.

6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

The first formal American police department was established in New York City in 1844, modelled after Peel's London Metropolitan Police. History has shown that although North American police adopted a Peelian model, Peel's policing principles were not entrenched in how police viewed their relationship with the general public and how they interacted with minority and marginalized communities.

The history of policing in North America has been fraught with lingering ethnic tension from its early history. These tensions continue to impact our shared social experiences. It is incumbent on all members of our society to explore and reflect on our past, understand its impacts, and find collaborative paths to achieving a new paradigm in police and community relationships. We must strive to achieve the noble principles of policing defined by Sir Robert Peel. We must reconstruct our social understanding of policing as a service to the community.

The Madison Police Department has been a national leader striving to live out Peel's principles of policing. With this strategic plan, we are committing to working with all community members in Madison to achieve the highest ideals of community policing with a view to the pillars of the President's 21st Century Task Force on Policing.

The following are the six pillars of 21st Century Policing:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Officer Training and Education
6. Officer Safety and Wellness

Madison Policing in the 21st Century

Our four strategic goals of (1) Madison-Centric Policing, (2) Public Communication, (3) Youth Engagement, and (4) Workplace Culture, embody the principles enshrined in the pillars of 21st Century Policing and those espoused by Sir Robert Peel.

The following outlines the four strategic goals and the priorities we will undertake to accomplish those goals.

Strategic Goals and Priorities

1. Madison-Centric Policing	2. Youth Engagement
☐ Community Relationships	☐ Relationships With Youth of Color
☐ Operational Awareness and Capabilities	☐ Youth Dialogue
☐ Evidenced-Based Policing	☐ Restorative Justice
☐ Criminal Diversion and Deflection	☐ Youth Academies

3. Public Communications	4. Workplace Culture
☐ Communications Strategy	☐ Healthy Workplace
☐ Communications Training	☐ Accountability
☐ MPD Website	☐ Morale
☐ Translation Services	☐ Internal Communication
☐ Protest Response	☐ Employee Retention

Goal 1 Madison-Centric Policing

The term community policing is often used by police and community members when asked what type of policing they believe to be ideal. But do we know what community policing means? Community policing places emphasis on greater community engagement and participation in policing. In the 21st Century, this means going beyond engagement that checks the community policing box. It means engaging with the community and forming partnerships and relationships built on mutual trust and

respect. It means genuinely valuing a shared perspective and adopting a co-dependency mindset in creating and executing Madison-Centric Policing initiatives. For MPD, this also means proactive crime reduction and exceptional customer service resulting from a well staffed and highly trained membership.

MPD heard strongly from the community that they desire to enhance the relationship between the Department and all sectors of our community. We listened to a similar sentiment from focus groups and surveys within the Department. MPD members expressed their strong desire to foster trusting relationships with all community members in Madison.

Madison-Centric Policing calls us to take a collective, collaborative, and creative approach to proactively addressing the issues at the root of crime and social disorder. We must strike a balance when dealing with the harmful effects of crime and those involved in criminal behavior.

There is a strong belief that community policing with a Madison-Centric view will help address the social determinants of crime while dealing restoratively with those involved in such activities. MPD will implement the following initiatives to build and maintain strong, trusting relationships with the community we serve.

This is how we will live out Madison-Centric Policing.

Priority 1 Build Strong Trusting Community Relationships

Effective policing is grounded in strong, trusting relationships between the police and the community. It is widely understood that there is currently a lack of relationships leading to distrust between police and the community, as detailed in The President's Report on 21st Century Policing. External high-profile incidents such as the murder of George Floyd, which sparked worldwide anti-police protests, have local impact on how the community perceive their police. We must work to engage in genuine collaborative relationships between the police and the community to rebuild and maintain trust.

1.1 Action:

Create a monthly reporting process to share policing priorities, strategies, and results with Alders and City leaders. Reports should include information on calls for service, significant incidents and statistics on proactive community activities aimed at building trust with the community.

Outcome:

Leaders will have a timely and enhanced understanding of the operational challenges and successes of policing in Madison, providing a valuable perspective as they liaise with community members and MPD.

1.2 Action:

Utilize MPD's social media presence to share daily successes and challenges of policing in Madison and providing regular updates on strategic priorities.

Outcome:

This will result in improved community engagement, understanding and relationship building across the diverse and distinct communities of Madison on policing priorities, results, and impacts on community safety and well-being.

1.3 Action

Create Community Police Advisory Boards in each of our six districts to work with MPD to promote crime prevention and community safety among diverse community groups. Priority should start with African American, Latinx, Asian, and LGBTQ+ communities and extend to other marginalized community groups. Groups should meet monthly to facilitate relationship building and information sharing. Meeting minutes should be posted on MPD's website to facilitate information sharing and relationship building.

Outcome:

Improved relationships across all diverse and distinct communities in Madison resulting in greater trust and reduced victimization.

1.4 Action:

Through in-person, online seminars, and regular social media updates, increase public education and awareness of police policies, procedures, and budgetary components of policing. This should include topics such as recruiting, training, use of force policy, internal discipline processes, and topical issues raised by the community.

Outcome:

Greater trust, transparency, awareness and understanding of police policy and practices among all community members.

1.5 Action:

Begin a feasibility study and revitalize MPD's Bike Program in promoting relationship building and greater community engagement across Madison, with a strong emphasis on downtown safety.

Outcome:

Improved Community outreach and interaction

1.6 Action:

Assess restructuring the Community Policing Teams model to help build and instill Community Police principles within MPD and the community.

Outcome:

Enhancement of community policing practice and crime reduction in Madison.

1.7 Action:

Assign a team to explore cross-sector partnerships to build a multi-disciplinary, collaborative approach to policing across Madison in keeping with Community Police principles. This includes exploring harm reduction models of intervention relative to substance use disorder, supportive mental health services, youth services, and a whole of community approach to issues that bring people into conflict with the law. Partnerships with the academic community should be a cornerstone of this initiative to help police gain a greater understanding of police practices which may have counterproductive impacts on marginalized communities.

Outcome:

Greater community engagement and coordination of critical community services such as homelessness, mental health, substance use disorder, and related social issues at the root of crime in Madison, leading to better outcomes for the community and reduced reliance and burden on the police.

1.8 Action:

Prioritize adding a second PIO position in future budget requests to work evening hours and create a Social Media Team made up of officers and civilians to enhance internal and external communication.

Outcome:

More timely and transparent communication with the public about MPD operations during evening hours when many significant crimes occur.

1.9 Action:

Begin an environmental scan to develop an Agency Consortium of police departments to learn and share best practices on community engagement, policies, and 21st Century Policing principles.

Outcome:

Adoption of best practices in community relationship building and operational efficiency.

Priority 2 Improve Operational Awareness and Capabilities

For trust to be built and maintained, there must be a clear understanding of the operational environment for policing in Madison. We must work to ensure we are operationally efficient and share information to build trust and understanding.

2.1 Action:

Work with the Madison Professional Police Officers Association to explore evidenced-based staffing practices that allow for greater proactive policing, crime reduction, and community engagement.

Outcome:

Greater operational efficiency and improved community engagement and awareness of policing practices.

2.2 Action:

Assign a team to explore proactive steps MPD can take to improve recruitment and retention of police employees such as wage, shift schedules, EAP program enhancements and associated workplace benefits.

Outcome:

MPD will regain its place as an employment destination attracting top-quality candidates in policing.

2.3 Action:

Bearing in mind the various types of trauma to which employees can be exposed, begin reviewing member wellness programs and policies to ensure trauma-informed care is embedded in EAP, as well as creating an infographic to inform employees of all the opportunities for increased member wellness.

Outcome:

Healthy workplace ensuring the well-being of MPD employees as they provide exceptional service to the community.

Priority 3 Evidenced-Based Policing

Policing in the 21st Century requires evidenced-based decision-making and utilization of technology to create operational efficiencies. MPD will employ the best of 21st Century Policing practices to provide continuously improving services to the community members of Madison. Technology and analysis methods will be developed to support evidence-based policing and related approaches.

3.1 Action:

Develop and begin delivering training on evidence-based policing to all members of MPD.

Outcome:

Creation of an evidenced-based policing culture within MPD in keeping with 21st Century Policing principles.

3.2 Action:

Create a Research Advisory Committee to enhance MPD's research capabilities through strategic partnerships with academia and ensure MPD's policies and practices are evidenced-based.

Outcome:

Continuous improvement of policing practices and better police service to Madison.

3.3 Action

Begin exploring ways to improve records management system by enhancing self-reporting, record keeping, and by creating a Virtual Response Unit.

Outcome:

Improved customer service and professionalism. Ensure accurate and complete data is available to support evidence-based Policing and related policing practices.

3.4 Actions:

- Develop and deliver education and refresher courses on Procedural Justice Principles to all MPD employees.
- Begin a systematic review of MPD policies to ensure they adhere to Procedural Justice Principles.

Outcome:

A better-informed organization providing effective policing based on the needs and expectations of the community in keeping with Procedural Justice Principles.

3.5 Action:

Examine the use of technology in all areas of MPD in delivering effective and efficient information to community members. Leverage planned upgrades of City IT software to create improved user access to information.

Outcome:

Enhance customer service through technology in keeping with 21st Century Policing practices.

3.6 Action:

Continue to pursue implementation of body worn cameras.

Outcome:

Improved trust and transparency

3.7 Action:

MPD will submit a plan for implementing the Police Training Officer program to replace its current Field Training Officer Program to ensure Madison-Centric Policing focused on community needs is embedded in the next generation of police officers.

Outcome:

The next generation of MPD officers will gain a strong understanding and appreciation of the value of community partnerships in policing while developing critical thinking skills to address community safety and well-being needs.

Priority 4 Criminal Diversion and Deflection

The highest ideals of 21st Century Policing are predicated on meaningful crime reduction and restorative justice measures by recognizing and holistically addressing the root causes of crime and social disorder. MPD has a long history of working with the community to address the social factors that bring community members into conflict with the law. More than ever, MPD is committed to working with the community to address the challenging issues facing community members and law enforcement.

4.1 Action:

The Madison Police Department, Mental Health Unit, will continue to provide a coordinated, professional and compassionate police response to individuals affected by mental illness and their families. Our goal is to improve safety for community members and police while reducing calls for police service related to

mental illness issues. We will work collaboratively with partner agencies to achieve improved outcomes for individuals affected by mental illnesses or suffering a crisis by connecting them to needed services and diverting them away from the criminal justice system whenever possible.

Outcome:

Improved service to community members experiencing a mental health crisis and enhanced customer service and job satisfaction for MPD members.

4.2 Action:

MPD believes in helping community members find holistic, restorative paths away from crime. We know we achieve better individual and community outcomes by working with the community in healthy restorative justice practices. MPD will continue to work proactively with the Dane County Community Restorative Court to find community-driven solutions to crime that reduces the burden on courts, reduce discriminatory barriers and future recidivism, and reduce crime and the impacts of the criminal justice system on marginalized communities.

Outcome:

Improved community outcomes, especially among groups historically negatively impacted by the justice system.

4.3 Action:

Substance use disorder is a significant burden on community members and all emergency service personnel. MPD members spend considerable time dealing with community members suffering from substance use disorder. MPD will continue to work closely with Madison Area Addiction Recovery Initiative to ensure that when feasible, appropriate individuals are referred for service, reducing the burden on the justice system, but more importantly, meeting those suffering from substance use disorder where they are at and helping community members reclaim their lives.

Outcome:

Improved outcome for community members and reduced burden on justice and medical system.

What does success look like?

If effective policing is grounded in strong, trusting relationships between the police and the community, the actions above will result in tangible change in the reality of policing in Madison. There will be a measurable change in how community members feel about and interact with their police, and there will be a greater sense of meaning and purpose for MPD employees serving their community. The results will be measured through ongoing citizen and employee surveys and focus group meetings, in addition to the monitoring and feedback from the Madison-Centric Policing Work Group.

Goal 2 Youth Engagement

The youth are our future. Over the years, many studies have documented the strained relationship between law enforcement and youth, specifically youth who are (1) from urban environments, (2) from lower socio-economic areas, (3) male, and (4) a minority. For policing to remain relevant in the 21st Century and beyond, we must establish healthy relationships between policing and the youth.

This is how we will show our commitment to youth engagement.

Priority 1 Engage in Relationship Building with Youth of Color

Throughout this planning process, we heard concerns from the community and the police about the state of relations between police and youth of color. Although MPD has taken significant steps to advocate for youth in our community, a more comprehensive, whole-community effort is required to ensure trust is built, ensuring future generations have strong relationships with police. MPD will work to develop a better understanding of the attitudes and perceptions of youth of color and build and maintain healthy, trusting relationships.

1.1 Action:

Conduct baseline surveys and focus group sessions to get feedback from youth of color on their perceptions of policing in Madison.

Outcome:

Police will better understand perceptions of youth of color and the actions they can take to build relationships.

1.2 Action:

Develop and establish a safe forum for discussions between youth of color and police. A skilled moderator should host these sessions with a clear understanding of policing and the need to create healthy, trusting relationships between police and youth of color. These forums should be strictly voluntary for youth to attend.

Outcome:

Through facilitated conversations focused on healthy relationship building between police and youth of color, youth will better understand police thoughts and actions relative to community safety and well-being, and police will learn how they can advocate for issues negatively impacting the youth of color.

1.3 Action:

Conduct follow-up surveys and focus group sessions on determining the efficacy of measures and adjusting to meet intended outcomes. This process should continue throughout the life of the strategic plan and be adjusted based on youth feedback and recommendations from the work group.

Outcome:

This continuous feedback and assessment will enable MPD to adjust measures to achieve the objective of improving relationships between police and youth of color.

Priority 2 Create Spaces for Dialogue Between Police and Young People

Some youth in Madison have negative attitudes toward police and policing. There is a lack of opportunities for police officers, particularly patrol officers, to engage in meaningful conversations with young people, especially those historically marginalized. MPD will create opportunities to hear from the broad spectrum of young people who call Madison home.

2.1 Action:

Continue to engage the Chief's Youth Advisory Board in monthly meetings where youth can share thoughts and ideas on policing priorities and concerns in Madison. Hold annual assessment of activities and outcomes from meetings to ensure they continue to meet the evolving needs of youth and police.

Outcome:

Improved engagement and ongoing communication between MPD and youth in Madison establishing a foundation for enhanced relationships.

2.2 Action:

Use MPD's influence to advocate for youth on various social justice matters that bring them into conflict with the law, such as homelessness, substance use disorder, mental health and a host of other social determinants of health and crime.

Outcome:

Police influence in advocating will improve the outcome for youth across all sectors of Madison and reduce youth coming into conflict with the law. This embodies the core essence of Community Policing.

Priority 3 Continued Commitment to Restorative Justice Measures

Evidence shows that traditional justice system measures disproportionately negatively impact marginalized communities, including people of color. These impacts have long-term consequences for individuals, communities and broader society. MPD is committed to addressing these negative impacts by employing Restorative Justice measures in hopes of creating greater equity within our justice system.

3.1 Action:

MPD will continue the collaboration with Dane County Human Services and our other youth restorative justice partners to offer restorative justice to all 12-16-year-olds involved in a municipal ordinance violation

Outcome:

A systemic change in how marginalized youth interact with and are treated by the justice system resulting in better individual, community, and societal outcomes.

Priority 4 Continued Commitment to Summer Youth Academies

It is critical that police work to break down barriers between police and youth. MPD has a history of working with youth, particularly within communities of color, to build an understanding of policing through Summer Youth Academies. These Youth Academies are a tangible way to foster trust and develop positive relationships with youth and their families. Our youth academies are designed to instill and nurture leadership qualities and provide participating youth opportunities to challenge themselves and work together as a team.

4.1 Action:

MPD will continue to facilitate Summer Youth Academies, where students are afforded the opportunity to get to know the officers and their backgrounds and develop a healthy perspective on the role of policing in their communities.

Outcome:

Youth and police will develop a mutual understanding and trust, improving community relationships and social outcomes for youth and the police.

What does success look like?

Youth are our future. We must establish an environment of trust and respect that will impact generations to come. With diligence toward the above initiatives, we should see renewed confidence and esteem for policing in youth. This will also address issues like recruiting and retention and enhance community safety and well-being.

Goal 3 Public Communications

Communication is the lifeblood of relationships. We heard repeatedly the desire for better communication between MPD and the Madison community. Effective communication builds understanding leading to a greater level of trust. Trust is foundational to the relationship between police and the community.

This is how MPD will strive to enhance public communication at all times.

Priority 1 Develop an Overarching MPD Communication Strategy

To achieve the overarching goals of building strong, trusting relationships between police and community members, ongoing two-way communication is necessary to provide clarity and build understanding.

Community members expressed strong desires to better understand policing practices, and police officers said they wanted to share more information with the public.

MPD will undertake the following actions to begin improving public communication.

1.1 Actions:

- Work with key stakeholders to identify the objectives of a communication plan.
- Identify barriers to plan implementation.
- Identify key communication avenues.
- Articulate expectations for open and transparent communication at all levels and communicate department-wide.
- Develop and deliver education on when information should be shared and clarify privacy protocols regarding information from other agencies.

Outcome:

A clear understanding within MPD of the importance of timely, open, and transparent communication in trust building.

Priority 2 Deliver Communications Training at All Levels

It is important that all members of MPD know the importance of open and authentic public communication and have skills and training to engage effectively. MPD will develop and deliver communications training at all levels of the organization.

2.1 Action:

Develop and begin to deliver direction and training to members at all levels to ensure MPD's daily interactions and communication with the public build and maintain strong trusting relationships.

Outcome:

Improved community relationships through timely, relevant, and effective communication.

Priority 3 Enhance MPD Website

Effective technology and social media use to build trust and legitimacy are foundational principles of 21st Century Policing. MPD will ensure we realize the full benefits of our website in service to our community.

3.1 Actions:

- Complete restructuring of MPD's website to improve the user experience, their ability to find information, access to resources and external partners, and access for limited English proficiency (LEP).
- Leverage newer versions of technology to improve the user interface to the Madison Police website and internal file and information sharing website.

Outcome:

Improved customer service, satisfaction and relationship building through effective use of MPD website.

Priority 4 Improve Translation Services

Equity in policing means every community member has an opportunity to communicate effectively with the police. In our growing diverse city, we must ensure our services are accessible to all community members.

4.1 Action:

Work to ensure compliance with the City's Language Access Plan and allow access to quality interpretation and translation services.

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Outcome:

Improved customer service, satisfaction, trust and inclusion of all community members.

Priority 5 Develop and Deliver Public Education on MPD's Management of Public Protests as outlined in the Quattrone report

Effective management of public protests requires a clear understanding between police and the community. MPD will undertake the following actions relative to managing public protests.

5.1 Actions:

- Develop educational material related to managing protests.
- Hold seminars/webinars and make materials accessible on MPD's website.
- When warranted use the sentinel event review model to analyze MPD's response to impactful events in our community, giving particular attention to communities or groups disproportionately impacted by the event.
- Work with communities to identify key leaders who will help improve communications between MPD and the communities during protests.

Outcome:

These actions will result in a cultural shift in understanding between MPD and community members regarding managing protests and other forms of social unrest.

What does success look like?

Effective communication is essential to any relationship. By implementing these measures, MPD will ensure consistent two-way communication between the Department and the community it serves. There will be greater clarity on the policing environment in Madison, leading to a climate of mutual respect, understanding, and dependency for creating and maintaining a healthy social environment in Madison.

Goal 3 Workplace Culture

Developing and maintaining a healthy, supportive workplace culture is vital for police organizations in building and maintaining trust with the public they serve. A healthy, supportive workplace culture begins with attracting, training, and developing employees through meaningful engagement and attention to their overall well-being. A healthy, supportive workplace culture results in greater employee satisfaction and directly impacts how they carry out their duties and responsibilities. It affects how they interact with one another and the community they serve.

To become a national model of excellence in policing, MPD will focus on fostering a continuously improving healthy workplace culture.

This is how we will foster a healthy, supportive Madison Police workplace culture.

Priority 1 Healthy Workplace

Policing is going through its most significant evolution in modern history. The internal stressors and pressures on individual employees cannot be understated. In order for MPD members to deliver on the goals and priorities of the strategic plan, they must have a healthy and supportive workplace culture.

1.1 Action:

Examine staffing challenges by exploring alternative shift and staffing models.

Outcome:

Improved staffing levels and morale related to on-duty time. Affirms community and problem-oriented policing philosophies.

1.2 Actions:

Examine and begin implementation of call diversion for Patrol Officers. The following actions should be explored.

- Use of restricted duty officers to take non-priority calls via phone or email.
- Re-evaluate the use of "station officer" to handle calls at the station.
- Encourage non-Patrol units to take calls directly related to their areas of responsibility.

- Upgrade the existing Self-Reporting website for residents to submit their own reports.

Outcome:

Improved ability of Patrol Officers to respond to urgent events. More efficient use of MPD resources resulting in greater community engagement, satisfaction, and trust in MPD.

Priority 2 Accountability

One of the most significant organizational risks is a lack of accountability leading to an unhealthy workplace culture. Fair and equitable accountability instills professionalism and is foundational to a healthy and supportive workplace culture. MPD will ensure this critical principle is grounded within the workplace.

2.1 Action:

Begin to enhance teamwork and trust in all areas of the department by setting Smart goals related to communication, leadership, followership, collegiality and role-proficiency.

Outcome:

A healthy and collaborative work environment for all employees.

Priority 3 Improve Morale

Morale speaks to the overarching social culture within an organization. It is the climate in which work happens and is critical to effective operations. High morale withstands crises and positions individuals and organizations to work cooperatively to overcome challenges. Policing organizations must strive to create workplaces with extremely high morale to combat the environmental challenges of their work. MPD will strive to create a workplace where high morale is the standard.

3.1 Actions:

MPD will continue annual staffing analysis and enhance the following actions.

- Review/analyze specialty units to achieve and maintain proper resource allocation.
- Review adding additional sergeants to improve supervisor span of control.

Outcome:

More officers in patrol leading to improved morale.

3.2 Actions:

MPD will undertake the following actions.

- Explore a 10-hour shifts for better work-life balance.
- Increase public and private support of employees from Command staff by focusing on promoting examples of the good work that is done on a daily basis.
- Explore civilianization to increase patrol deployment.

Outcome:

Improved personal and professional well-being of employees. Improved service to community members.

Priority 4 Improve Internal Communication

Understanding decision-making is key to an effective and engaged workforce. Effective communication is a constant challenge within organizations, especially those with hierarchical structures such as policing. Decisions at the top are only sometimes effectively communicated to those on the front lines. MPD will ensure consistent, clear, and informed communication across the organization.

4.1 Action:

Ensure management engages in meaningful communication about the “whys” of decision-making.

Outcome:

Meaningful engagement with MPD employees about decisions that impact them daily will lead to better employee engagement, development and understanding of the issues that create and sustain a healthy workplace culture.

4.2 Action:

Require select units to issue newsletters on a timely basis to educate the rest of the department on their work and results.

Outcome:

Greater information sharing will bring awareness and reduce silos within the Department leading to an enhanced and collaborative workplace culture.

4.3 Action:

Work with the Madison Professional Police Officers Association to review current contract and MOUs surrounding closed position process to evaluate adding a mandatory component of feedback to any closed process position.

Outcome:

Feedback will add transparency to the process, improve trust and morale, aid employee development, and result in a more trusting workplace culture impacting on all aspects of employee well-being.

Priority 5 Improve Employee Retention

Across North America, police departments are having difficulty attracting and retaining quality recruits. MPD has experienced this difficulty and will take measures to ensure we are an employer of choice to attract and retain qualified commissioned and non-commissioned members to serve our city.

5.1 Action:

Begin to examine ways to increase opportunities to vary work for patrol officers - trainings, community events, admin time for report writing, follow-up, and other measures to create work-life balance.

Outcome:

Increased employee satisfaction and retention.

5.2 Actions:

MPD will undertake the following actions.

- Increase opportunities for interdepartmental cross-training and outside trainings.
- Re-evaluate what types of calls for service officers attend.
- Explore provision of daycare services for employees.
- Review policies around education incentives.

Outcome: Increase employee satisfaction and retention.

5.3 Action:

Review class specifications and work to create layers for each civilian position so that there are advancement opportunities in positions.

Outcome:

Increase opportunities, job satisfaction, and retention for civilian employees.

What does success look like?

Effective policing and community safety requires healthy police employees working within a supportive workplace culture. As police organizations struggle nationally to attract and retain high-calibre candidates, the above initiatives will ensure Madison and MPD attracts and retains top individuals able to provide exemplary service to our community members.