

Madison Police Department's Trust-Based Initiatives and Collaborative Efforts with Madison's Diverse Community

In 2016 this document was officially archived, however, it is a very good resource for those who wish to see our Department's long-standing efforts to address racial disparities in the criminal justice system. This document was first published in 2009 and provides details on many (not all) of our initiatives that we have undertaken in order to build trust, problem solve, be proactive in addressing racial and cultural disparities and constantly improve since the 1980's. For a snapshot of our current initiatives we encourage you to check out our 21st Century Policing Response document located here: <http://www.cityofmadison.com/police/documents/21stCenturyPolicing.pdf>

INTRODUCTION – Michael C. Koval, Chief of Police

The following strategic planning document, “Madison Police Department's Trust-Based Initiatives and Collaborative Efforts with Madison's Diverse Community,” reflects our long-standing commitment to address racial disparities in the criminal justice system. It is important to note that this document captures a snapshot of a multifaceted response we have taken over the course of several years. The concern over racial disparities is important to the department and community and is fundamental to our philosophy and core components of community-oriented policing which includes building trust, problem solving, and constant improvement. The Madison Police Department (MPD) is a dynamic and diverse organization poised to continue to address the issue of racial disparity because of its basic four beliefs:

- We believe in creating a safe community through the pursuit of justice while safeguarding the Constitutional rights of all our citizens.
- We believe that providing public safety to the citizens of Madison and reducing racial disparities are not mutually exclusive. It is critical for law enforcement to provide leadership in this area in order to promote trust and confidence in police and to improve public safety.
- We believe and acknowledge that racial disparities exist and that they have an adverse impact on the delivery of police service. More importantly, we pledge to be proactive in addressing the factors that contribute to disparities in the criminal justice system.
- We believe and understand that racial disparities are complex community wide issues which require a comprehensive response. In order to promote fair and impartial policing, we must have a broad array of coordinated strategies which include: policies and procedures, recruitment and hiring, leadership and supervision, data collection and accountability and community outreach to diverse communities.

HISTORY

The MPD has a long history of being a leader in addressing the racial and cultural disparities often found in our criminal justice system and our society. Recognizing that disparities do exist and those in law enforcement play a vital role in changing those disparities is part of our commitment to fair and impartial policing that emphasizes building and maintaining trust with all citizens in our community. For decades the MPD has subscribed to the philosophy of community-oriented policing that engages our citizens while working collaboratively with them to preserve and improve quality of life standards. Initiatives such as Neighborhood Officers (1986), Educational Resource Officers (1994), Community Policing Teams (2004), Crime Prevention Gang Officers (2010) and decentralized stations (1988, 1997, 2000, 2002, 2006) has allowed the department to get closer to the citizens, thus allowing us the opportunity to better understand the dynamics of what is happening in our neighborhoods and work diligently in partnership with our constituents.

The department's leadership and participation with such notable initiatives as the City of Madison's Task Force on Race (1997), African American and Latino Traffic Safety Summit (2004, 2005), the grass roots creation of MPD's Amigos En Azul Team (2004), Traffic Stop Forums (2005), Governor's Task Force on Race (2008), Dane County Task Force on Racial Disparities in the Criminal Justice System (2008, 2009), and the Juvenile Justice Disproportionate Minority Contact Arrest and Confinement Committee and Solution Implementation teams (2003, 2010) further demonstrate its commitment to being an integral part of the dialogue and actions that positively address the issue of racial disparity and discrimination. Other accomplishments achieved in this area include, but are not limited to: requiring all officers to hand out business cards upon request (1999), traffic stop data collection (1st in the state 2000), policy restrictions on searches (2001), complaint process revisions (2001, 2009), "You and the Law" brochures (2002), Community within a community forums (2003), Introduction of in-car video (2005), "Employee Diversity and Inclusion Committee" created in 2014.

The MPD has created an internal ethic that values diversity. These values have consistently been implemented in our recruitment, hiring process, promotional processes, in the composition of work groups and committees, and in our ongoing education and discussion in our pre-service academies, promotional academies and annual in-service trainings. Just some of the training we have sponsored and conducted include: Race and Suspicion (2000), Hispanic Subcultures (2000), Spanish for Cops (2000), Muslim/Islam Cultural Awareness (2003), Unconscious Bias (2006), Racially Biased Policing (2008), YWCA Racial Justice Summit (2008, 2009, 2010, 2011, 2012), Judgment Under the Radar (2012, 2013). Furthermore, MPD continues to be a leader in hiring, promoting and retaining people of color in our workforce. Currently over 20% of commissioned staff and over 17% of all MPD employees are people of color. We also continue to have the highest percentage of women in our department in the country (approximately 30% - 2014).

The MPD takes pride in its' operational approach to inclusive policing that not only engages citizens, but also involves them in our efforts to police in an unbiased manner that consistently represents everyone in our community. We remain transparent in our policies, procedures and practices in order to maintain and build trust with our diverse citizenry. We recognize that our work in reducing disparity is never complete and we commit to those actions that contribute to all members of our community being treated with dignity, respect and equal protection and representation. We must challenge ourselves to keep the issue of cultural and racial disparities in front of us as we continue to police in our free society. It is what we expect of ourselves and what is expected of us.

The following is the department's current strategic planning document that continues to serve as a working document in our efforts to keep the issue of cultural and racial disparity in the forefront as we continue to work in partnership with all stakeholders committed to this issue. We recognize that this document is not inclusive of all that we do in this area, but instead serves as a template in our efforts to make a difference in reducing and eliminating racial and cultural disparities.

COMMUNITY OUTREACH AND AGENCY COLLABORATIONS

Initiatives and Recommendations	A Neighborhood-based policing model continues to be one of the cornerstones of the MPD's operating philosophy. MPD is committed to continue and expand, whenever possible, this practice of community policing.
Budget Implications	Based upon adding additional Neighborhood Officer positions
Status	<ul style="list-style-type: none">• The MPD has practiced Neighborhood Policing since 1986.• 11 Neighborhood Officers are currently assigned to diverse Madison communities.• Leopold Neighborhood Officer position made permanent in 2012. Cypress Magnolia and Fisher Baird positions combined into one position for 2013 and renamed "Burr Oaks – Brams Addition" Neighborhood Officer. <p>Other areas that have contributed to this model of policing include Community Policing Teams, Educational Resource Officers, Crime Prevention Gang Officers, Safety Education Officers, Liaison Officers and physically decentralized stations.</p>
Next Steps	The Operations Team assesses the need for additional Neighborhood Officer positions and Community Policing Team members annually. Additional decentralized stations are included in future budget requests.

Initiatives and Recommendations	The MPD, along with its IT (Information & Technology) staff, continues to use existing resources effectively by cooperating with IT staff from other agencies in the state, the Office of Justice Assistance, and technical advisors from universities, private or nonprofit foundations, or agencies in other states.
Budget Implications	None
Status	MPD continues to work cooperatively with local, county, state and federal agencies
Next Steps	Ongoing

Initiatives and Recommendations	The MPD continues to recognize the importance in creating an ongoing forum for dialogue on issues around race and culture among staff and members of the community to build bridges and break down barriers of misunderstanding. In doing so, MPD routinely collaborates with organizations that work with people of color and invite their participation on decisions that will substantially impact their constituents.
Budget Implications	None
Status	MPD routinely participates in numerous community forums on race-related issues involving community members, neighborhood groups, outside organizations and other stakeholders; e.g., Juvenile Justice DMC Solutions Implementation Conference, A Call to Action – LaFollette Hate/Tolerance Initiative, YWCA Racial Justice Summit, Community Within a Community meetings, radio presentations on La Movida radio, participation in cultural community events (Fiesta Hispana, Africanfest, Hmong New Year celebration, Juneteenth Day celebration, Mexican Independence Day, 100 Black Men backpack give-a-way, Latino Health Fair, Muslim Dinner, Camp Hero, etc.) In February of 2012, the MPD Management Team engaged in a philosophical discussion on diversity, resulting in series of outcomes that would continue to encourage and promote diversity within the department.

The Diversity and Inclusion Team was put into place in 2014:

Assessment of Organizational Culture surrounding Diversity and Inclusion

- The DIT team coordinated focus groups in Chat with the Chief discussions surrounding the topic of Diversity and Inclusion within the organization.
- Survey conducted within organization on the topic of Diversity/Inclusion.
- YWCA Multicultural Organization Developmental Model Creating Equitable and Inclusive Organizations training for DIT and Management Team
- Boys and Girls Club Avid Tops Summer Career Exploration Program.
- Announcement of open house and recruitment efforts to our diverse community newspapers and email listservs.
- DIT members attendance at Open Houses.
- Outreach to multicultural groups at regularly visited career fairs.
- Develop a recruiting video.

- Reach out to religious leaders, school counselors, multicultural organizations at University, MATC, and other local colleges.
- Create a Diverse recruiting cadre.
- Coordinate a practice test day.

Promotional Process

- Diversity and Inclusion representatives on the Promotional Process evaluation committee.

Next Steps

Next steps for Diversity and Inclusion Team:
Continue to build trust within MPD by having listening session with various groups within the community by telling our story.

Initiatives and Recommendations

The MPD understands the need and benefit of engaging communities and neighborhoods impacted by changes in department policies, laws, ordinances or initiatives. MPD is committed to proactively involving communities and neighborhoods through the use of meetings, constructive dialogue or written impact statements whenever these issues arise.

Budget Implications

None

Status

It is currently the operational practice at MPD to engage community members and other stakeholders whenever possible prior to implementation of new laws, policies, ordinances or initiatives (e.g., Taser policy, immigration policy, loitering ordinance, curfew ordinance, traffic initiatives, ICE initiative, etc.). MPD also routinely practices neighborhood engagement before and immediately after critical incidents to inform residents about what took place and the police response.

Next Steps

This practice should continue and should be included as a written procedural piece in all operational plans when possible. The impact statement would not be limited to race, but could also discuss neighborhood impacts of the operational strategy.

Initiatives and Recommendations

The MPD is sensitive to the need to identify and provide accurate and professional translation services to our community. MPD is committed to working with the City of Madison Department of Civil Rights to provide professional certified translation services whenever necessary.

Status

MPD continues to work with the Department of Civil Rights on the issue of translation. The department also hires new officers and encourages current officers to translate both in person and in writing whenever possible. Spanish messaging has been added to the Crime Stoppers tip line in 2012.

Next Steps

Ongoing

Initiatives and Recommendations

The MPD understands and appreciates the benefit of working closely with communities of color within our city. As a routine, MPD will continue to reach out and partner with individuals and communities of color in an effort to continue to build trust between the police department and the community.

Budget Implications

To be determined.

Status

The goal of ALL department employees is to work closely with communities of color within our City.

In addition, MPD's Amigos En Azul program, active since 2002, continues to serve as an outreach program for the Latino community. Amigo officers held a follow-up Latino Youth Academy in the summer of 2012. 30 youth participated, culminating in a graduation ceremony at the Olin Park Shelter on August 15, 2012. Throughout 2012, Amigo officers participated in dozens of community events throughout Dane County.

Additionally, in 2012, officers from across the department attended numerous meetings, festivals and celebrations that sought to improve relations with the African Immigrant, Muslim Turkish and Hmong communities. Officers attended the African Family Picnic, Africa Fest, the Niagara Foundation Annual Dialogue Dinner, and participated in a "Breaking of the Fast Dinner" (Ramadan Iftar) with the Muslim Community. Officers also gave a presentation on immigration and other topics to the Hmong community and attended the Asian Fair.

In 2012, officers of the South District engaged the African American Community to elicit feedback as to how we (police) can do a better job. MPD participated in a community event that involved a solidarity walk in the Fisher-Baird neighborhood and a grill out at Penn Park. MPD also helped recruit kids to participate in a one-day basketball camp sponsored by the Devin Harris Foundation.

In the spring of 2012, three members from the Madison "African Association" participated in the Madison Police Citizen Academy held at the South Police District.

In August 2012, officers from the South District partnered with the Boys and Girls Club to conduct a five-day Black Youth Academy. The event culminated with a Saturday evening graduation ceremony held at the Penn Park Shelter.

In 2012, Chief Wray was honored by the Niagara Foundation who bestowed him with the Niagara Public Service Award.

In early 2013, Chief Wray and the MPD Management Team identified the broader topic of “community engagement and partnerships” as one of three, ongoing strategic planning areas. In April 2013, Captain Balles presented the Management Team with a schematic diagram illustrating eight strategies MPD currently utilizes in our efforts to connect, engage and partner with the Madison community. “Specific cultural outreach” strategies continue to be an important method for MPD in connecting with “communities of color.”

The MPD Amigos en Azul program continues to be one of the department’s most successful, culturally specific, outreach efforts. The Amigos program today includes not only officers from MPD, but many other Dane County police officers as well. Some of the events Amigos were involved in included:

- “Car Seat & Safety Clinic” sponsored by La Movida Radio and American Family Insurance (May).
- El día de los Niños (Day for Kids) at Goodman Center (May).
- Centro Hispano Summer Fiesta Celebration (June).
- Latino Youth Academy (August).
- Latino Community Town Hall Forum at South District (August).
- Mexican Independence Day Car Parade and Celebration (September).
- LaMovida Radio Spanish Crimestoppers program.

In October, Interim Chief Randy Gaber and the Amigos En Azul team were recognized as the “Community Institution of the Year” as the annual Hispanic Heritage Month Luncheon hosted by LaMovida radio. In 2014, the MPD Amigos En Azul program will celebrate TEN years of service and outreach to the Madison Latino community.

Another significant outreach effort undertaken this year was our 2nd annual “Black Youth Academy.” Similar to the Latino Youth Academy, the BYA involved 16 high school and middle school aged youth who participated in three days of “training” and activities at the MPD Training Center. A graduation ceremony and family cookout was held on Wednesday evening, August 7th, at Penn Park.

Other efforts were also made throughout 2013 to reach out to other “communities of colors” through the MPD’s five police districts and specialized units. Some of the specific communities which MPD maintains relationships with include:

- African Immigrant community
- Hmong community
- Nepalese and Bhutanese communities
- Turkish Muslim community
- The disability community

In August 2014, Madison, Fitchburg, Sun Prairie, and UW Police Department, and Dane County Sheriff’s Department put on two youth academies. These academies have been created to create trust, build relationships, expose and interest kids in law enforcement, and instill leadership qualities in them. Our hopes are that all these will trickle back into their homes, schools, and communities through these youth.

While the academies are called the Black and Latino Youth Academies, and those are the kids and families we strive to reach, the academies are open to all. Over 125 kids were recommended by the Madison, Sun Prairie, and Verona schools. Ultimately, each academy was made up of 24 kids in each.

Each academy was three days. The academy was free, each student was given an academy t-shirt, and received breakfast, lunch, and snack in between. The evening of the final day included a graduation ceremony in which family was invited to attend. In addition to the ceremony, officers served all those in attendance dinner.

In 2014, MPD’s Management Team met with Rev. Dr. Alexander Gee, Jr. and Anthony Cooper (Nehemiah Center for Urban Leadership Development) to discuss racial equity and to receive their insight into the issues at hand.

MPD’s Management Team, along with our Diversity and Inclusion Committee, received YWCA Training in September 2014.

Next Steps

Ongoing

Initiatives and Recommendations	In an effort to continually seek out and implement alternate strategies for addressing the problem of repeat violent offenders, the MPD will explore the use of focused deterrence as an effective tool in dealing with this issue here in Madison.
Status	<p>A Focused Deterrence policing philosophy (similar to the model used in High Point, NC) has been implemented by MPD. The Special Investigations Unit (SIU) and the Crime Prevention Gang Unit (CPGU) are both employing the principles and practices of focused deterrence. SIU has conducted large-scale notification meetings from 2011 to the present, which all have involved a collaboration among Law Enforcement, Prosecutors, community service providers and members of the community. To date, this team has directly addressed 64 violent repeat offenders, offering them an opportunity to end their criminal behavior through the access to community resources and personal assistance. It is anticipated that over 80 offenders will have been notified by the end of 2014. SIU holds these notifications 2-3 times per year. The SIU has partnered directly with a team of agents from the Department of Corrections to address the specific group of identified individuals. The CPGU is identifying those individual gang members who need immediate intervention and assistance. To date the SIU has seen a very positive impact on reducing the number of victims, violent offenses and weapons related offenses associated with the notified offender population. MPD's model is being adopted by other agencies in the country and MPD has provided on-site consult. Beginning in September of 2014, the SIU will begin efforts to address offenders' reentry into the community from prison and will begin notifying offenders prior to their actual release from state institutions.</p> <p>Also in 2014, the West District worked with the SIU and CPGU to implement a pilot program of a district-level/Tier II focused deterrence effort in order to expand the reach of this focused deterrence program.</p>
Next Steps	A federal grant was awarded to SIU by the U.S. Attorney's Office. This grant allowed for SIU expansion in 2013. Expansion of the focused deterrence model was realized by MPD, including establishing direct partnerships with other law enforcement agencies and the opportunity to focus on a larger volume of offenders. MPD is still exploring expanding the application of the focused deterrence approach in other policing areas. To date the SIU has seen a very positive impact on reducing the number of victims, violent offenses and weapons related offenses associated with the notified offender population. MPD's model is being adopted by other agencies in the country and MPD has provided on-site consult.

Initiatives and Recommendations	The MPD continues to be committed to working closely with mental health professionals and other stakeholders in an effort to respond most effectively to situations involving individuals experiencing a mental health crisis.
Status	<ul style="list-style-type: none"> • MPD has dedicated five full time officers to serve as Mental Health Officers under the oversight of the Captain of Community Outreach. • MPD was selected as the lone pilot site for a BJA Data Collection project to improve data collection and analysis for mental health related incidents. • MPD conducts CIT training which will be offered annually and open to all police agencies. • MPD has 21 District Mental Health Liaison Officers and 1 Program Coordinator. • MPD representative on the Board of Directors for NAMI Dane County. • MPD representative served on the Crisis Stabilization Delegation which led to the RFP to establish a hospital/jail diversion facility. • Ongoing collaboration with the Mental Health Center of Dane County. • MPD participation in the Criminal Justice/Mental Health Interface group. • Working to improve information sharing with the department as well as partner agencies. • Ongoing training at pre-service and in-service. • Upcoming presentation to the Governor's Council on Mental Health. • Partnership with NAMI to include annual participation in the NAMI walks fundraiser. • MPD representative serving on the Delegation to Improve Behavioral Health – United Way. • MPD was selected as one of six Law Enforcement/Mental Health National Learning Sites. • Updated MPD website to include a section on the Mental Health Liaison Program. • Conducted a presentation regarding providing services to persons with mental illness at the International Crisis Intervention Team (CIT) Conference. • Participated in a data collection "think tank" at the Council of State Governments (Dane County). • Participated in numerous meetings on Capitol Hill in Washington DC with key legislators to discuss the importance of law enforcement programs aimed at providing specialized responses to persons with mental illness. • Conducted a presentation to the NAMI Board of Directors regarding MPD's Mental Health Liaison Program and new officer training on these issues. • Invited to present at upcoming legislative briefings at WI State Capitol to discuss MPD's approach to providing services to people in our community with mental illness. • Development of eight-hour training open to law enforcement/mental health workers on the subject of providing specialized police responses to people with mental illness.

- Appointment to the Madison Metropolitan School District Mental Health Task Force (2012).
- Conducted in-service training on providing services to individuals with mental illness to UW Police Department personnel.
- Presentation at National Legislative Services and Security Association annual conference at the State Capitol.
- MPD Representative selected to the Board of Directors for Journey Mental Health Center.
- Panelist for Justice Center Webinar focusing on school/campus partnerships in providing police services to persons with mental illness.
- Increasing Pre-Service Academy mental health training by 8 hours for 2013-2014 class.
- Two officers received "train-the-trainer Crisis Intervention Team (CIT) training and certification in spring of 2014
- Facilitating Crisis Intervention Team (CIT) training for police in Dane County in September 2014 at our Training Facility in conjunction with NAMI Dane County.
- Conducting police in-service training during the fall of 2014 for Middleton Police Department and other surrounding agencies on the topic of providing services to people with mental illness and collaborating with Journey Mental Health.
- Partnering with Journey Mental Health to provide systems training for mental health workers and police in October 2014.
- Selected by the Bureau of Justice Assistance - Council of State Governments as the sole police agency in the country to participate in the Law Enforcement-Mental Health Intensive Technical Assistance Project from 2014-2015.
- Laid the foundation to file a lawsuit against the State regarding recent closures to civil units at Mendota State Hospital.
- Working with NAMI Dane County and United Way on a community initiative, "Minimizing Mental Health Crises that Compromise Public Safety."
- Working with Dane County United on issues related to mental health and gun violence.
- Panel participation for eastside neighborhood associations to discuss mental health system challenges that impact their community in August 2014.

Next Steps Ongoing

Initiatives and Recommendations The Peacemakers is a creative attempt to bring the MPD to view, creating a firm bridge of cooperation between the citizens they serve, and at the same time helping the citizens see that the officers are more than just the badge they wear.

Budget Implications None

Status The MPD has formed a community building partnership with Today not Tomorrow Inc. to hold community forums, speak outs, and the production of video vignettes that contain a community education component. Several community forums are taking place in 2014.

Next Steps Ongoing

ACCOUNTABILITY MEASURES

Initiatives and Recommendations In accord with the recommendations of the Governor's Commission and concerns expressed by many in public hearings, the MPD supports the collection and reporting of separate data on Hispanics, distinguished from non-Hispanic Whites.

Budget Implications None

Status Available through the collection of IBR elements.

Next Steps Completed

Initiatives and Recommendations Through the process of receiving ongoing feedback and continual assessment, the MPD has strived to improve and standardize the citizen complaint process for our department.

Budget Implications None

Status Initial improvements in the complaint process took place in 2001. In addition, the processes for acknowledging received complaints and notifying complainants of the outcome of their complaints has been in effect in the Office of Professional Standards and Internal Affairs since February 2009. Acknowledging the complaint includes either a direct phone call to the complainant or a written receipt document. Notification by phone to the complainant on the outcome of the investigation is the preferred method of communication. If phone contact is not made or was not the preferred method of correspondence, then a written notice is given. The MPD website was updated in early 2010 to provide easier access to directions on how to file a complaint.

Next Steps	Continue to assess MPD's complaint process and make changes as necessary.
Initiatives and Recommendations	The MPD recognizes the need for clear, strong and consistent policies and practices that determine when an interpreter should be called, or telephone interpretation services should be utilized, for a person with limited English ability. MPD is committed to furthering our efforts through providing interpretation and translation services whenever possible.
Budget Implications	Costs for document translations and printing costs.
Status	MPD employees fluent in multiple languages routinely interpret these languages as a part of their daily job. MPD also routinely translates documents in Spanish and Hmong. In addition, the program "deaf link" has been deployed to all MPD briefing rooms. This is a live video interpreter system to communicate with the deaf. It is utilized by bringing a deaf individual into the room and connecting to the system, where there is a live interpreter 24/7/365. Starting in April 2012, Madison Area Crime Stoppers began using the answering service Crime Scene Information, which provides 24/7/365 bilingual tip coverage. Madison Area Crime Stoppers can now receive tips from Spanish speakers and have those tips translated and forwarded to the correct law enforcement agency.
Next Steps	Updated interpreter policy (10-200) and associated operational memos by September 2012.
Initiatives and Recommendations	The MPD continues to explore and partner in viable alternatives to arrest for low-level, high discretion offenses, such as disorderly conduct, traffic violations, minor retail theft, drug use and prostitution. (Youth Court and restorative justice models are two examples of this work.)
Budget Implications	None
Status	MPD-MMSD currently has youth based restorative justice projects (i.e., Youth Courts) operating in each of the four city high schools. MPD introduced, and worked with the City Attorney's office, to pass C.O. violations for battery and theft. MPD routinely incorporates specific initiatives in the planning phases of all planned events that include elements that reduce the number of arrests (e.g., Rhythm and Booms, Elver Park fireworks, Juneteenth Day, Mifflin Street Block Party, Halloween, etc.). Collaborative project with the Lapham School Work-Learn Program. October 2011 – A scholarship program to help low-income students to obtain a Wisconsin driver's license. This scholarship has been developed as a partnership between the Work and Learn Center, an alternative program of the Madison Metropolitan School District (MMSD), the MPD and the YWCA Madison. Fundraising efforts for program initiated by MMSC. May 2012 – Began pilot program of enforceable warning citations for equipment, registration and licensing violations as an alternative to the immediate issuance of a citation. Outreach in the Brams Addition neighborhood and trying to "re-build" current neighborhood association. Congratulated West High School students who volunteered to be "jurors" in their new Youth Court. Attended Youth Court as an observer and will share with Management Team. 2012 – Actively involved in the Teen Driver Scholarship Program, designed for qualifying low-income students to obtain a Wisconsin driver's license. April 2012 – Created expanded Liaison Officer program for North District Middle Schools to create points of contact for at-risk youth during the summer months, and to ease their transition to high school in the fall. Discussed expanding model city-wide for 2013. September 2012 – Implemented Youth Court model in East High School. MPD is working with Municipal Court, City Attorney's office and Homeless/Transient advocates and partners in creating a restorative justice project targeting the diverse population of homeless and transient. This group typically does not have the means to pay tickets, and upon accumulation, cause impediments in these persons getting into housing or treatment programs. This project will pair persons with programs to conduct community service in an effort to reduce their fines owed to the city.
Next Steps	Ongoing

Initiatives and Recommendations	The MPD has adopted a clear policy to guide police officers' broad use of discretion in their day-to-day duties which includes guidelines on proper and improper factors to consider regarding when and whether to make arrests and write citations.
Budget Implications	None
Status	Implemented - 2009
Next Steps	In policy
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Initiatives and Recommendations	The MPD recognizes the importance of law enforcement agencies implementing effective data collection systems for all traffic stops and those pedestrian stops that involve a "stop and frisk," which should include the following criteria: <ol style="list-style-type: none"> 1. Race or ethnicity of the person stopped; gender of the person stopped 2. Location of stop 3. Reason for stop 4. Whether a consent search was requested 5. Whether a search was conducted and if so, whether contraband was found 6. Whether the person was asked to get out of the car/or frisked 7. Outcome of the stop
Budget Implications	
Status	MPD has been a state and national leader in this area. Chief Wray served on the State Traffic Stop Advisory Committee and the department currently posts traffic stop data in their annual report.
Next Steps	MPD has gathered traffic stop data since 2003.
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Initiatives and Recommendations	It is important that the MPD not only collect the necessary traffic stop data, but also should plan and implement independent expert analysis of the data once collected.
Status	MPD has staff that is trained in data analysis and will be responsible for this task.
Next Steps	Ongoing
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Initiatives and Recommendations	The MPD continues to emphasize trust-based policing within our community in an unbiased manner. The department has created and implemented an anti-biased policy that supports this philosophy and communicates it within the department and to our community.
Status	Implemented
Next Steps	In policy
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Initiatives and Recommendations	The MPD understands the importance of assessing racial/ethnic equality or inequality in the treatment of accused offenders and believes this should be built into the routine processes of Dane County criminal justice agencies.
Budget Implications	None
Status	MPD staff will provide quarterly race data to the Chief of Police. MPD Captain Vic Wahl currently serves on The Wisconsin Innocence Project Advisory Board.
Next Steps	Ongoing

PERSONNEL AND TRAINING

Initiatives and Recommendations	The MPD has, for decades, served as a leader in our efforts to increase the representation of people of color, both as commissioned and non-commissioned staff within the City of Madison and the law enforcement profession. MPD will continue to maintain a leadership role in this area, placing a high value on recruiting, hiring, promoting, training and retaining a diverse workforce.
Budget Implications	Normal budget requirements for recruiting and hiring new personnel.
Status	MPD continues to be a leader in hiring, promoting and retaining people of color in our workforce (demonstrated through hiring, promotional and training processes). This continues to be a priority for MPD. Currently 22% of commissioned and over 15% of all MPD employees are people of color. MPD continues to offer its expertise in the area of recruiting, hiring, promoting, training and retaining diversity to other agencies.
Next Steps	Ongoing

Initiatives and Recommendations	The MPD continues to be a leader by routinely providing high quality training to address and prevent racial bias in policing and other areas of the criminal justice system. Past training conducted by the department has included a broad-based approach through offering a variety of racially-related training and cultural awareness. MPD will continue to assess their race/cultural-related training, as well as continually seek out new training in this area.
Budget Implications	Both personnel costs and additional costs associated with bringing experts to MPD to conduct training in this area.
Status	Over the last several years, MPD has addressed numerous cultural topics through in-service and elected training sessions. Some of these training topics include, but are not limited to: Hip Hop culture, Islamic faith, Unconscious Bias and Cultural Competence, Racially biased Policing, Cultural competencies, and our Deaf Community, Immigration Policy, etc. In addition, the following areas are covered during our pre-service academy: diversity, ethics and law, implications of police decisions to arrest and prosecutorial discretion and the effects on race (field trip to correctional facility), wrongful convictions and the impact on the accused and the criminal justice system (UW Law School's Innocence program). In 2010, the department's Unconscious Bias Group was formed and created an Unconscious Bias training called "Judgment Under the Radar." In 2012, "Judgment Under the Radar" was presented to officers and non-commissioned MPD personnel during District in-services. This effort was expanded to outside agencies in 2013. MPD provided "Judgment Under the Radar" training in 2014 to police and non police personnel throughout the region. MPD helped coordinate bringing back Lorie Fridell to conduct state-wide, race-based training for law enforcement agencies in the State. MPD Training Officer Veatch currently sits on the Wisconsin Department of Justice, Training and Standards Committee that oversees Cultural Competence. In 2012 MPD Chief Wray served as an instructor in the area of Fair and Impartial policing, both locally and throughout the state.
Next Steps	MPD partnered with University of Wisconsin Professor Patricia Devine in a study related to unconscious bias in the fall of 2010. MPD will also continue to include race/cultural-based training for all personnel. Over the past 10 years, MPD has sent officers to California to participate in a Tools for Tolerance training program. The Unconscious Bias Group was formed as a result of this training. Ongoing

Initiatives and Recommendations	Encourage Criminal Justice Partners' staff to learn Spanish or Hmong. The county should provide funding to create incentives for those willing to take classes to become bilingual.
Status	MPD has offered Spanish courses to its officers not only through in-service trainings but with specialized trainings. Over the last several years, we have approved numerous officers to attend Spanish courses. The most recent is a year-long, on-line course that officers have been allowed to participate in while on duty as time permits.

Next Steps	The training staff will continue to explore ways to assist staff in becoming bilingual or conversational in languages that are representative of the community we serve. Ongoing
Initiatives and Recommendations	The MPD acknowledges that racial disparity in the criminal justice system exists and is committed to engaging in efforts to reduce this disparity.
Budget Implications	None
Status	Routinely discussed at Management Team meetings and public functions by MPD Commanders and employees.
Next Steps	Remains part of our strategic planning efforts. Ongoing
Initiatives and Recommendations	The MPD continues to seek training on any new programs that are developed to offer alternatives to arrest.
Status	As such programs are developed the MPD training staff will evaluate applicability to MPD and develop training as appropriate.
Next Steps	Ongoing
Initiatives and Recommendations	The MPD currently includes extensive training in the area of professional communications to officers, emphasizing the importance of communication during all contacts with citizens. Officers are also provided business cards at the department's expense, with the expectation that, when asked, they be provided to citizens during any officer contact.
Budget Implications	Cost of business cards.
Status	The MPD pre-service academy includes extensive training in professional communications. Training has consistently evolved with a strong emphasis placed upon utilizing realistic scenarios faced by officers on a daily basis. The Business Card Initiative was implemented in 1999.
Next Steps	Ongoing
Initiatives and Recommendations	The MPD strongly encourages all members of our department to follow the recommendations in the report issued by the Dane County Task Force on Racial Disparities in the Criminal Justice System, as well as our own pro-active efforts to reduce disparity, in an effort to achieve consistency and sustainability in addressing racial disparity at the front end of the criminal justice system.
Status	Part of the department's strategic planning goals.
Next Steps	Ongoing