

One year after NAACP/United Way Law Enforcement and Leader of Color Collaboration Creates “Use of Force” Recommendations, Police agencies across Dane County respond ...

This document includes reports submitted by 14 of the 23 police agencies across Dane County. Police agency reports were shared with the NAACP/United Way Law Enforcement and Leaders of Color Collaboration, in response to a formal request following the February 2016 launch of the “Use of Force” recommendations. It is also important to note that in several instances, police agencies reported that changes to policies and/or practices were underway, prior to the launch of the “Use of Force” recommendations.

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Belleville Police Department Submitted by Chief William Eichelkraut

Calls to Action for Each Police Department in Dane County

1. **SHARE**: Share these recommendations with your elected officials and solicit their feedback
2. **BUDGET**: In partnership with leaders in your community, determine which recommendations you will implement in your community and create corresponding budget and implementation plans. Engage your elected officials, requesting their approval and support of your budget and implementation plans.
3. **LEARN**: Continue to nurture a system of community engagement, creating mutually consultive relationships with diverse leaders in your community. Develop a systematic way to involve, consult, and learn from and with these leaders.

BELLEVILLE POLICE DEPARTMENT

The Belleville Police Department has evaluated the Use of Force report and has completed or is in the process of completing the recommendations.

Our department has sent officers to Implicit Bias training and will continue to send more until all officers are trained. We will be sending our first officer to Crisis Intervention Training in the near future. This will allow us the opportunity to work with others in the department on issues dealing with members of our community needed services.

Members of the Belleville Police Department are also active members of the Belleville Area Cares Coalition dealing with drug and alcohol issues in the community. Belleville Public Schools, UW Health, and our Municipal Court are also members of this organization.

The Brooklyn Police Department is planning the following;

Sending staff to Implicit Bias Training.

We have and continue to train in Communication Skills and De-Escalation Skills to try and minimize the level of force needed in a given situation.

Our Village is in the process of upgrading its Web site. Once this is done I will be placing our Citizen Complaint Process Policy on-line and will be deciding on whether to add other policies to provide transparency to its citizens.

Cottage Grove Police – Use of Force Recommendations Narrative

Major Incident Debriefs – In policy and practiced by department after major incidents

Data Tracking & Analysis – Maintained by Chief of Police and reported annually to public and Village Board

Analyze Use of body cameras – Completed, with purchase to occur later in 2017

Restorative Justice – In process, studying best practices and how to implement

Expand coaching role of supervisors/de-escalation – In process, implementing through training in future

Strategic partnerships/Recruiting – In process, exploring additional methods of spreading the word about hiring

Reward police guardian efforts – Practiced on a regular basis by acknowledging behavior

Train in de-escalation – additional training planned for future

Policy and training/foot pursuits – Being added to use of force policy which will require training after implementation

Professional Communications – Always taught, practiced and rewarded

Implicit bias training – Being implemented through future training

Additional funding for training – Police budget was already sufficient for all training needed

Public awareness of safe interactions – Posted on website a comprehensive guide for safe interactions with police

Engage the broader community – Already being done through personal appearances at community events, outreach through Facebook, website, crime watchers, etc.

Employee wellness programs – In process and discussion, seeking additional funds to implement

Identify and treat secondary trauma – In process by researching best practices and programs

DCSO

- All sworn staff of the DCSO have participated in Implicit Bias Training.

The Fair & Impartial Policing Organization is a leader in the discussion of the science of implicit bias in law enforcement. They provide training across the United States and they were a contributor to The President's Task Force on 21st Century Policing.

Fair & Impartial Policing was selected to provide training to the DCSO. The training was split into three types. There was a specific one day session for Command Staff, a specific one day session for Sergeants, and a three day session of train-the-trainer. The trainers subsequently trained the entire organization during our in-service sessions.

- All Sworn personnel participated in de-escalation training during 2016 in-service sessions.

During our 2016 in-service training we conducted specific de-escalation training to all staff.

In April of 2016, NIC provided technical assistance in setting up a CIT Training Program for our jails. DCSO staff has been working with NAMI Dane County, NAMI Wisconsin and other community partners to deliver CIT training to our staff and our partners in Rock and Saul Counties. The DCSO hosted a class last November and will be hosting our second class March 20th through March 24, 2017.

The DCSO purchased a Use of Force simulator with interaction based outcomes based on deputy response allowing for de-escalation opportunities and rewards.

Most law enforcement training is inherently de-escalation training. When called to a scene law enforcement's role is to de-escalate conflict or chaos. Dane County deputies are both certified jail officers and certified law enforcement officers both of which emphasize and train extensively on strong communication skills. This training is continued yearly at in-service training for all Dane County Deputies.

- The DCSO administered a grant to provide implicit bias training to municipal agencies in 2016. The DCSO is increasing Data collection and sharing opportunities.

- The DCSO created a workgroup that studied the use of body cameras and made a recommendation to the Sheriff. One DCSO Captain is a member of a National Sheriff's Organization (NSA) workgroup studying the use of body cameras.
- The DCSO has a reward system in place rewarding deputies for on task behavior including guardian behavior. The first step in this process is the sergeants coaching and recognizing de-escalation and guardian behavior.
- The DCSO has had a foot pursuit policy for many years.
- The DCSO office upgraded our RMS system in 2016 to better track and analyze all data both on the patrol and jail sides of the organization. The DCSO is one of 132 agencies that participates in the Police Data Initiative which was originated in the Obama White House and has since moved to the U.S. Department of Justice – Office of Community Oriented Policing Services.
- The DCSO continues to commit time and resources to minority recruitment.

The Dane County Sheriff's Office has a minority recruiter dedicated full time to recruiting underrepresented groups to the Sheriff's Office.

- The DCSO continues to develop relationships with all components of our community including communities of color, the Muslim community and the LGBTQ community.
- The DCSO continues to utilize our Wellness committee and our Peer Support group to enhance the well-being of our members.

The DCSO continually trains our staff on our own physical and mental well being, the effects of trauma and our law enforcement role.

Our Peer Support group is organized to assist our people deal with internal, external, personal and professional stressors through training and support.

Our critical incident policies provide detailed procedures to effectively manage, investigate and recover from critical incidents. As part of our critical incident policy we have has major incident reviews in place for a number of years.

Community/Police Task Force RECOMMENDATIONS regarding Police “Use of Force”

DEFOREST POLICE DEPARTMENT



A Progress Report
Spring 2017

Village of DeForest Police Department
Chief Daniel Furseth & Lieutenant Chris Riedel

Introduction

Background

In early 2016, The NAACP/United Way, Leaders of Color, and Law Enforcement released a report that was the result of collaborative efforts of a law enforcement and community task force to specifically address the topic of police use of force. The report produced four major recommendations:

- Change key policing practices that will reduce excessive “use of force”
- Police academy training
- Engage and educate the community
- Ensure the well-being of officers

Each recommendation contained specific topics of emphasis for law enforcement agencies to examine as they relate to policing.

Assessment

Since the release of this report, members of the DeForest Police Department command staff have been working to analyze the recommendations. We have examined where we are currently with these recommendations and where we can improve in the future. After this analyzation, we are proud to say that we had implemented many of these requested topics prior to the request from the task force. We will continue to work tirelessly towards meeting the ever changing policing needs of DeForest. We also encourage you to view our department annual report on our website which displays our provided programs and services.

Findings

As displayed in this document, our department analyzed our performance on 49 identified recommendations. We have implemented or partially implemented 41 of these recommendations. It should be noted that we had implemented many of these recommendations prior to the creation of this task force. In the following document, we display each recommendation and document the status of each on a scale of implemented, partially implemented, in progress, under consideration, or not applicable.

- Implemented—32
- Partially implemented—9
- In Progress—1
- Under Consideration—1
- Not Applicable—6

Of the 43 applicable topics, we have implemented or partially implemented 95% of them.



SECTION 1: CHANGE KEY POLICING PRACTICES TO REDUCE POLICE USE OF FORCE

Recommendation	Fully Implemented	Partially Implemented	In Progress	Under Consideration	Not Applicable
INSTITUTIONALIZE MAJOR INCIDENT DEBRIEFINGS	1				
TRACK AND ANALYZE COMPLAINTS AND COMPLIMENTS	2				
RELEASE SUMMARY STATISTICS ON COMPLIMENTS AND COMPLAINTS TO THE PUBLIC		2			
TRACK AND ANALYZE USE OF FORCE	3				
RELEASE SUMMARY STATISTICS ON USE OF FORCE TO THE PUBLIC		3			
CAMERAS: PATROL VEHICLES	4				
CAMERAS: BODY-WORN		5			
CAMERAS: RANDOM REVIEWS	6				
CAMERAS: POLICY	7				
RESTORATIVE JUSTICE		8			

ROLE OF SERGEANTS AND FIRST LINE SUPERVISORS AS COACHES	9				
DEVELOP STRATEGIC PARTNERSHIPS TO STRENGTHEN RECRUITMENT EFFORTS		10			
REWARD POLICE GUARDIAN BEHAVIOR	11				

1. The department has routinely offered, and will continue to offer, Critical Incident Debriefings following critical incidents. These debriefings have been part of our practices for at least 13 years and focus on learning from incidents and improving response and tactics.
2. For at least 13 years, we have documented staff compliments and complaints that are received by the police department. We are currently examining the best way to make this information available to the public, most likely through inclusion in our annual report, which is available on our website.
3. We track and document all officer use of force. For the past 10 years, officer use of force is subject to a review by a certified use of force instructor and department command staff. We are currently examining the best way to make this information available to the public, most likely through inclusion in our annual report, which is available on our website.
4. We have squad cameras in all of our marked and unmarked vehicles that are used for patrol purposes. We have had squad video systems since at least 2004.
5. We have partially implemented the use of body-worn cameras, as our school resource officer has worn a body camera since 2014. We will continue to examine the use of body-worn cameras for all patrol staff, but currently have concerns regarding the release of video when balancing public open records and the privacy of victims, witnesses, and suspects.
6. Command staff currently examines random officer videos for review of performance. With the addition of another first line supervisor in mid-2017, we hope to add a routine review of officer videos to this supervisor's collateral duties.
7. The department has policies in place for the use, review, and retention of squad and body-worn camera video.
8. Our municipal judge has the authority to offer educational alternatives in lieu of monetary penalties. Officers are trained to work towards gaining voluntary compliance with laws, and if this can be accomplished through measures other than arrest or citations, they are encouraged to do so. Officers also commonly use mediation and conflict resolutions strategies. As an example, in late 2016, officers observed three teens' damage holiday decorations. In lieu of citations, officers and the victims agreed to have the teens sing a holiday song to the victims.
9. For at least 13 years, our department command staff has used coaching and teaching as a main benchmark of our operations. It is the expectation that command staff mentor and coach staff, especially those who are young and inexperienced. Currently, all of our command staff has attended, or is in the process of attending, advanced leadership training such as First Line Supervision Courses, Leadership in Police Organizations, Northwestern School of Staff and Command, the FBI National Academy, and/or the Wisconsin Command College. Our department budget allots funds for these career enrichment opportunities for command staff. All of our staff is given the Oath of Honor upon hire and we have periodically given the oath to staff throughout their careers.
10. We are always looking for ways to strengthen our recruitment efforts in the area of diversity. In addition to our standard recruitment efforts on Wilenet, social media, and in newspapers, we have also sent our job posting to the African American Council of Churches, the United Way of

Dane County and Madison, the Urban League of Greater Madison, the Wisconsin Hmong Chamber of Commerce, the National Black Police Association, and the National Association of Black Law Enforcement Executives. During a hiring process in 2016, we added three female officers to our staff.

11. The department hosts an awards ceremony each year in which we look to recognize staff for their contributions. The awards committee was asked to focus special attention towards those acts which encompass service to others and the guardian policing philosophy.

SECTION 2: TRAINING					
Recommendation	Fully Implemented	Partially Implemented	In Progress	Under Consideration	Not Applicable
TRAIN THE GUARDIAN FORM OF POLICING	1				
DE-ESCALATION & WEAPON TRANSITION TRAINING	2				
PROFESSIONAL POLICE COMMUNICATION	2				
TRAINING ON WHEN & HOW TO USE FORCE	2				
CHIEF EXECUTIVES & AFTERMATH OF OIS	3				
REGULAR IMPLICIT BIAS TRAINING	4				
REGULAR CULTURAL COMPETENCY TRAINING		4			
STATE LESB DIVERSITY					
FUNDING FOR TRAINING AND INCREASE TO MINIMUM OF 40 HOURS	5				
UTILIZE SCENARIO BASED TRAINING ON USE OF FORCE, CRITICAL THINKING, & COMMUNICATION	6				
ALLOW THE USE OF ELECTRONIC CONTROL DEVICE WITHOUT BACKUP	7				
TRAINING ON CREATING TIME AND SPACE	6				
TRAINING ON FOOT PURSUITS	8				

POLICY ON FOOT PURSUITS		8			
BRIEFING TRAINING ON CULTURAL AWARENESS, COMMUNICATION, COMMUNITY FEELINGS, AND CONCERNS WITH POLICE	9				
RESPONSE TO PEOPLE WITH MENTAL ILLNESS	10				
PROVIDE CRISIS INTERVENTION TRAINING	11				
TRAIN OFFICERS AND DETECTIVES IN USE OF TRAUMA-INFORMED INTERVIEWING		12			
DISPATCHER TRAINING					
EXPLORE SCOTLAND'S DE-ESCALATION & NATIONAL DECISION MAKING MODEL				13	

1. During an in-service in 2016, staff was provided a presentation on our role as a guardian in society and staff discussed ways in which we can focus on promoting this philosophy into our everyday actions. We plan on making this a bi-annual training in in-service as staff was very receptive to these discussions as they felt as though they incorporate this philosophy already.
2. Since we began conducting our own interdepartmental in-service training in 2011, de-escalation techniques, weapon transition, and communication skills has been a main focus of our scenario based training. Officers are critiqued on not only their applications of force, but also their use of de-escalation techniques and use of proper communication tactics. Our scenario based training also emphasizes the aftermath of a use of force situation, including proper use of radio for requesting medical assistance and application of life saving measures to all parties, including suspects. Our instructors strive to be at the forefront of "new" training ideas and are always open to incorporating new techniques into our training environment.
3. Our department has policy on response to officer involved deaths and our staff has received training from the Department of Justice on officer-involved deaths. Our command staff will also continuously work towards reviewing best practices in response to these incidents.
4. In early 2015, we sent one of our officers to training to become certified as a fair and impartial policing instructor. We have provided bi-annual in-service training to all staff on fair and impartial policing. We have also offered this training to members of our citizen's police academy and may offer this training to citizens. We will continue to include cultural competency training into this curriculum.
5. Our training budget provides ample monetary support for training. Our staff is required to attend 40 hours of in-service training each year. On average, our sworn staff receives approximately 80-90 hours of training per year per officer, which is roughly 3 ½ times the state minimum and approximately 2 times the task force requested amount.
6. We have incorporated scenario based training into our training curriculum for approximately ten years and scenario based training is a main component of our use of force training. We will

continue to examine ways in which we can improve our scenario based training to most closely represent 21st century policing.

7. Our officers are not restricted by policy in regards to using the Taser as a less lethal option without backup.
8. Officers are provided with training on foot pursuits and we are currently examining the implementation of a formal foot pursuit policy.
9. Our staff commonly discusses ways in which we can improve our service to the public during briefings. This includes discussions on communication, community relations and feelings, and citizen concerns about police. We will continue to discuss how policing fits into society and how we can positively impact the community.
10. It is common practice for our department to respond with more than one officer to mental health related situations. Officers are encouraged to obtain information and wait for backup if the situation provides, considering there is no need for immediate intervention because someone is in danger. Our officers have also been involved in working with service providers to develop best practices for response to those individuals that we may have consistent contact with as a result of their mental health needs. In 2017, we also became "Dementia Friendly" and we were the first "business" in DeForest to obtain this distinction.
11. Our department has sent 1 Patrol Sergeant and 3 Patrol Officers to the week-long CIT training. This equates to 1/3 of our patrol staff being certified in crisis intervention. We will continue to send officers to crisis intervention training as staffing allows. Other staff members have also received training in Mental Health 1st Aid and commonly receive refresher training on mental health.
12. Our detectives are expected to investigate a wide variety of complaints, including interviews of victims in sensitive investigations. They have received, and will continue to receive, training in interview techniques designed towards these victims.
13. We believe that upon examination, our department currently incorporates many aspects of this model.



SECTION 3: ENGAGE AND EDUCATE THE COMMUNITY					
Recommendation	Fully Implemented	Partially Implemented	In Progress	Under Consideration	Not Applicable
TRAINING ON SAFER INTERACTIONS FOR ALL	1				
USE OF FORCE POLICIES & INFORMATION ON STOPS, ARREST, AND REPORTED CRIMES ON WEBSITE		2			
GREATER EFFORT TO COLLECT PUBLIC OPINION OF POLICE BY POLICE COMMISSION					3
INVOLVE COMMUNITY IN HIRING & PROMOTIONAL PANELS					3
POLICE COMMISSION SHOULD DEVELOP A SYSTEM TO REPORT COMPLIMENTS, COMPLAINTS, & USE OF FORCE					3
ENSURE POLICE COMMISSION IS COMPRISED OF DIVERSE GROUP OF CITIZENS					3
EDUCATE THE PUBLIC ON HOW COMPLAINTS AND COMPLIMENTS CAN BE FILED	3				
DEVELOP RELATIONSHIPS WITH NEIGHBORHOOD COMMUNITY MEMBERS	4				

DEVELOP ONGOING COMMUNITY INTERACTIONS TO FOSTER BETTER COMMUNICATION, TRANSPARENCY, AND RELATIONS	4				
INCLUDE RELATIONSHIP BUILDING CONVERSATIONS DURING TRAINING					
COLLABORATE WITH CITIZENS ON COMMUNITY POLICING	5				
DISCUSS EFFECTS OF SOCIETAL ISSUES AND HOW THEY AFFECT THE RELATIONSHIP BETWEEN POLICE AND RESIDENTS	6				



1. The Dane County Chiefs of Police Association (DCCOPA) developed a "You and the Law" pamphlet which is on our website. We also have a video which titled "Understanding Police Use of Deadly Force" which was created by UW Law Students. One of our citizen academy graduates instructs a law course at the high school and incorporates these discussions into his curriculum.
2. This information is available in our annual report, which is available on our website. We are currently reformatting our policies and will work on displaying them on our website.

3. Our elected officials and the police commission are aware of this report. Police Commission meetings are open to the public and contact information for members is located on the village website. State statute identifies the role of the police commission relating to hiring and discipline of officers. Police commission members are appointed to terms by elected officials. We provide information on providing compliments or filing complaints on our website.
4. Staff regularly engages the public in a relationship building method. Officers read to students at daycares and schools, play sports with residents, and are asked to engage in community outreach activities as a component of their daily activities. Our department also has a number of formal interaction programs which include Citizen's Police Academy, Coffee with a Cop, Frozen Yogurt with a Cop, Family Fun Night, and others. Staff members are members of local organizations and some coach youth sports in the village in their free time. These efforts work to create positive relationships and to promote trust and transparency.
5. As indicated above, we make a concerted effort to engage in community policing activities, examples of which can be seen in our annual report. We are always open to feedback on our community policing efforts.

SECTION 4: ENSURE THE WELL-BEING OF STAFF					
Recommendation	Fully Implemented	Partially Implemented	In Progress	Under Consideration	Not Applicable
DEVELOP EMPLOYEE WELLNESS PROGRAMS FOCUSING ON MENTAL HEALTH, PHYSICAL HEALTH, & NUTRITION	1				
USE TRAUMA-INFORMED PRACTICES FOR SECONDARY TRAUMA TO OFFICERS	1				
SUPPORT RESTORATIVE WORK SCHEDULES WHICH ALLOW FOR DECOMPRESSION TIME	1				

1. Our department recognizes the importance of ensuring the well-being of our staff. While we have many measures in place, including an employee assistance program and on-site work out facility, we are continuously examining ways we can expand employee health and wellness. We have provided employees with training on the employee assistance program and are examining the creation of a healthy snack station and a wellness assessment program. We are also sending a Sergeant to a fitness instructor course which focuses on law enforcement wellness to aid in the fitness and well-being of our staff. Our department also has a department chaplain available to staff and he is also a lead representative for the Dane County Chiefs of Police Chaplain Program.

Special Community/Police Task Force
RECOMMENDATIONS
regarding police 'Use of Force'

and the
FITCHBURG POLICE DEPARTMENT
a progress report



MARCH 2017
DRAFT

Introduction

Background

In early 2016, The NAACP/United Way Law Enforcement and Leaders of Color Collaboration released a report that was the result of collaborative efforts of a law enforcement and community task force to specifically address the topic of law enforcement use of force. The task force's report issued four major recommendations:

- Change key policing practices that will reduce excessive 'Use of Force'
- Police Academy Training
- Engage and educate the community
- Ensure the well-being of officers

Each major recommendation contained specific points of emphasis for law enforcement agencies to consider as they relate to the overall goals of the recommendation and report.

Department Assessment

Since the release of this report, all Fitchburg Police Department supervisory staff, from the rank of Sergeant to Police Chief, have been working to assess and analyze the recommendations. These department members have evaluated what recommendations the department has implemented, what recommendations the department is working toward implementing, and prioritizing what recommendations should be addressed in the future. The department will continue its work to implement the report recommendations that best reflect the community we serve.

The following checklist provides a brief description of the report's recommendations with an assessment of the department's review and implementation of the recommendations. Additionally, we encourage you to view our 2016 Annual report at the following link: www.fitchburg-wi.gov/1147/Annual-Report. The annual report summarizes our outreach efforts and provides data related to policing activities.

Please contact Police Chief Tom Blatter at 608-270-4351 with questions about this progress report.



New officers badge pinning & oath of office at the 2016 awards ceremony

Part 1:**Change key policing practices to reduce use of force**

RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	IN PROGRESS	UNDER CONSIDERATION	NOT APPLICABLE
INSTITUTIONALIZE MAJOR INCIDENT DEBRIEFINGS	✓ ¹				
CREATE A SYSTEM OF TRACKING AND ANALYSIS FOR COMPLAINTS AND COMPLIMENTS		✓ ²			
CREATE A SYSTEM OF TRACKING AND ANALYSIS FOR USE OF FORCE		✓ ³			
CAMERAS: PATROL CAR	✓ ⁴				
CAMERAS: BODY-WORN CAMERA			✓		
CAMERAS: RANDOM REVIEW				✓	
CAMERAS: POLICY		✓			
RESTORATIVE JUSTICE	✓				
EXPAND THE COACHING ROLE OF SERGEANTS AND MID-LEVEL MANAGERS		✓			
DEVELOP STRATEGIC PARTNERSHIPS TO STRENGTHEN RECRUITMENT EFFORTS	✓				
CONTINUE TO REWARD POLICE GUARDIAN BEHAVIOR	✓ ⁵				

Notes

- 1 The department regularly debriefs critical incidents and conducts a "Use of Tactics" review panel in specified instances to determine whether the incident could have been handled in a different manner.
- 2 We currently document all compliments and complaints we receive. We are determining how best to make this information available on our website.
- 3 We have implemented all components of this recommendation with the exception of publishing the data. We are determining how best to make this information available.
- 4 We have video cameras in all of our marked and unmarked vehicles used on patrol. We are evaluating the implementation of a body-worn camera program after our City Council approved funding for this project in 2016. Community listening sessions are scheduled for October. We anticipate full implementation of the program in the first quarter of 2017.
- 5 We conduct an annual awards ceremony to recognize personnel for their conduct that often times is consistent with "guardian" behavior. We share compliments officers receive in shift briefing and through social media. We ask supervisors to identify "jobs well done" in our monthly supervisor meeting.

Part 2:

Training

RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	IN PROGRESS	UNDER CONSIDERATION	NOT APPLICABLE
TRAIN ON GUARDIAN FORM OF POLICING		✓ ¹			
DE-ESCALATION & WEAPON TRANSITION TRAINING	✓ ¹				
PROFESSIONAL POLICE COMMUNICATION	✓ ¹				
WHEN & HOW TO USE FORCE	✓ ¹				
CHIEF EXECUTIVES & AFTERMATH OF O.I.S.		✓ ²			
REGULAR IMPLICIT BIAS TRAINING	✓ ³				
REGULAR CULTURAL COMPETENCY IN-SERVICE TRAINING		✓ ³			
STATE LESB DIVERSITY					✓
INCREASE FUNDING TO TASK FORCE RECOMMENDED 40 HOURS ANNUALLY				✓	
UTILIZE SCENARIO-BASED TRAINING ON USE OF FORCE, CRITICAL THINKING & COMMUNICATION	✓				
ALLOW USE OF ELECTRONIC CONTROL DEVICE WITHOUT BACK-UP	✓ ⁴				
TRAINING ON CREATING TIME & SPACE	✓				
POLICY & TRAINING ON FOOT PURSUITS				✓	
BRIEFING TRAINING ON CULTURAL AWARENESS, COMMUNICATION, COMMUNITY FEELINGS & CONCERNS ABOUT POLICE				✓	

Part 2:**Training**

RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	IN PROGRESS	UNDER CONSIDERATION	NOT APPLICABLE
RESPONSE TO PEOPLE WITH MENTAL ILLNESS	✓ ⁵				
PROVIDE CRISIS INTERVENTION TRAINING	✓ ⁶				
TRAIN OFFICERS & DETECTIVES IN USE OF TRAUMA-INFORMED INTERVIEWING SKILLS				✓	
DISPATCHER TRAINING TO IMPROVE OFFICER PREPAREDNESS, CRISIS INTERVENTION PARTNER, IMPLICIT BIAS, CULTURAL COMPETENCY			✓		
EXPLORE SCOTLAND'S DE-ESCALATION & NATIONAL DECISION MAKING MODEL				✓ ⁷	

Notes

- 1 We have conducted inservice training and new officer orientation focusing on de-escalation, weapon transition, and communication skills. As with all training related items in this section, we are regularly evaluating our current training curriculum when newly identified "best practices" are put forth for possible inclusion in our curriculum.
- 2 Department command staff has had training and we are considering training for our first-line supervisory staff.
- 3 Inservice training has included the topics of Fair and Impartial Policing in 2012 and Implicit Bias in 2015.
- 4 The department's Use of Force policy was changed to allow an officer to use an electronic control device without lethal cover in situations involving a dangerous weapon (other than a firearm) in October of 2015.
- 5 The department responds with more than one officer to mental health related situations, such as a suicidal subject, and officers are to attempt to gather additional information prior to contacting the subject (if no one else is in immediate danger).
- 6 The department has sent approximately 12 sworn staff to CIT in the last two years or so. This is over 20% of our sworn staff. Additionally, some of our CIT-trained officers are part of a team lead by a Sergeant that meets regularly to determine ways to better aid and/or respond to individuals experiencing mental health-related issues.
- 7 In exploring this model, the department believes many components, such as de-escalation and the creation of time and distance, are being utilized by our department.

Part 3:**Engage & Educate the Community**

RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	IN PROGRESS	UNDER CONSIDERATION	NOT APPLICABLE
COMMUNITY GROUPS IN PARTNERSHIP WITH DCCOPA SHOULD DEVELOP TRAINING ON SAFER INTERACTIONS FOR ALL					✓ ¹
USE OF FORCE POLICIES & OTHER PERTINENT INFORMATION REGARDING STOPS, ARRESTS AND REPORTED CRIMES ON POLICE DEPARTMENT WEBSITE		✓ ²			
GREATER EFFORT TO COLLECT PUBLIC OPINION ON POLICE DEPARTMENT BY POLICE & FIRE COMMISSION					✓ ³
INVOLVE COMMUNITY IN HIRING & PROMOTIONAL PANELS					✓ ³
POLICE & FIRE COMMISSION SHOULD DEVELOP SYSTEM TO REPORT COMPLIMENTS, COMPLAINTS AND USE OF FORCE					✓ ³
ENSURE POLICE AND FIRE COMMISSION IS COMPRISED OF DIVERSE GROUP OF CITIZENS					✓ ³
EDUCATE PUBLIC ON HOW COMPLAINTS AND COMPLIMENTS CAN BE FILED	✓ ³				

Notes

- ¹ We are awaiting information from Dane County Chiefs of Police Association on the development of training.
- ² Information related to stops, arrests, and reported crimes is contained in our annual report, which is available on our department's website.
- ³ The department made our elected officials and Police and Fire Commission members aware of this report for their consideration of the recommendations. Additionally, state statutes currently identify the role/authority of Police and Fire Commissions relating to the hiring and discipline of police officers. PFC members are appointed to terms by elected officials. Information related to filing compliments or complaints is on our website.

Part 3:**Engage & Educate the Community**

RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	IN PROGRESS	UNDER CONSIDERATION	NOT APPLICABLE
DEVELOP RELATIONSHIPS WITH NEIGHBORHOOD COMMUNITY MEMBERS	✓ ⁴				
DEVELOP ONGOING COMMUNITY INTERFACE TO SOLICIT COMMUNITY COLLABORATION ON IDEAS & PROGRAMS TO FOSTER BETTER COMMUNICATION, TRANSPARENCY & RELATIONS	✓ ⁴				
INCLUDE RELATIONSHIP BUILDING CONVERSATIONS DURING TRAINING		✓			
COLLABORATE WITH CITIZENS TO DEVELOP BEST PRACTICES REGARDING COMMUNITY POLICING		✓			
OPENLY DISCUSS EFFECTS OF POVERTY, UNEMPLOYMENT, SINGLE-PARENT HOMES, LACK OF AFTER-SCHOOL ACTIVITIES AND HOW THESE AFFECT THE RELATIONSHIP BETWEEN POLICE & RESIDENTS	✓				

Notes

- ⁴ Members of our department regularly engage our community through many different avenues. Examples include neighborhood association meetings, Citizen and Black and Latino Youth police academies, social media, meetings with Fitchburg Faith Leaders, and events, such as Coffee with a Cop and Crime Day Picnic. Additionally, our police officers are assigned to a district in the City for a two-year period during which time they can get to know and meet with citizens and property/business managers to collaborate on solving problems of mutual interest.

Part 4:**Ensure Officer Well Being**

RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	IN PROGRESS	UNDER CONSIDERATION	NOT APPLICABLE
DEVELOP EMPLOYEE WELLNESS PROGRAMS FOCUSING ON MENTAL HEALTH, PHYSICAL HEALTH & NUTRITION		✓ ¹			
USE TRAUMA-INFORMED PRACTICES FOR SECONDARY TRAUMA TO FIELD OFFICERS		✓ ¹			
SUPPORT RESTORATIVE, SCIENTIFICALLY-SUPPORTED WORK SCHEDULES AND PRACTICES FOR ALLOW LAW-ENFORCEMENT EMPLOYEES TO ALLOW FOR DECOMPRESSION AND ACCOUNT FOR EVERYDAY TRAUMA		✓ ¹			

Notes

- ¹ The department recognizes and supports the importance of ensuring the well-being of our staff. While we have some measures in place, including an employee assistance program, we believe it is important to continue to look for additional measures that can assist our staff in managing the effects the policing profession can have on health and wellness, both physically and mentally. Our department has scheduled inservice training in 2017 that is geared toward wellness and we are considering a physical wellness assessment program.



Madison Police Department

"Policing in Partnership with our Community"

211 S. Carroll Street Madison Wisconsin 53703

Michael C. Koval – Chief of Police

PROGRESS ON SPECIAL COMMUNITY/POLICE TASK FORCE RECOMMENDATIONS – YEAR END 2016

SECTION 1:

A) Institutionalize major incident debriefings

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

B) Create a system of data tracking and analysis

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

C) Cameras

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

D) Restorative Justice

The Madison Police Department has established several peer court programs in various at-risk neighborhoods and high schools to offer alternatives to traditional sanctions for municipal offenses for 12-16 year olds. Neighborhood Officers, Community Policing Team members and MPD Educational Resource Officers routinely refer young offenders to the corresponding courts. MPD also started a Community Restorative Court in the City's South District in 2014 for 17-25 year olds and has recently expanded the program city-wide. This initiative also offers alternative dispositions for young offenders with no criminal history who have committed certain misdemeanors. Working with the district attorney's office, MPD is looking to incorporate additional crimes for consideration in future. Beyond this, MPD held a Ticket Resolution Day, connecting citizens with the City Attorney's office to work through potential financial hardships posed by municipal citations.

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



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

F) Develop Strategic Partnerships to strengthen recruitment efforts

G) Continue to reward Police GUARDIAN behavior

SECTION 2:

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

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

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

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

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

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

The Madison Police Department regularly trains professional communications in multiple domains as it crosses over into several topics. Recruit officers complete a minimum of 24 hours of basic training in this area but practice its skills in a myriad of scenarios to reinforce the principles learned. It follows that professional communications are a cornerstone of field operations. Therefore, complaints of overbearing, oppressive, tyrannical conduct as well as insulting, defamatory or obscene language are investigated and addressed by supervisors accordingly.



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

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

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

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

The Madison Police Department has a cadre of instructors whose focus is on training implicit bias. The "Justice Under the Radar" work group taught to the entire Department at in-service and plans to revisit the curriculum in the near future. The Daily Show recognized the Department as being a leader in this field and recorded a segment on our training in this area.

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

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

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

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

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



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

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

The Madison Police Department does not train in the 21-foot rule per se, but has incorporated the above concepts in its recent training on de-escalation. In particular, officers are trained that if feasible, they should utilize time, distance, cover/concealment/barriers, as well as professional communications to slow down incidents and achieve safer outcomes while reducing risks to all parties involved.

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

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

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

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

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

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



Madison Police Department

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

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

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

SECTION 3:

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

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

The Madison Police Department has a dedicated unit for Community Outreach Resource and Education (CORE) comprised of one sergeant and two officers whose primary purpose is engagement with citizens. The Department will be adding 3 more officers to this unit in June, 2017. Through various programs and initiatives, the officers seek to network with community members and leaders and cultivate positive relationships. This reinforces similar work being done in patrol by Neighborhood Police officers, Neighborhood Resource officers, and Community Policing Teams. The pre-service academy has also conducted training in various community settings and plans to expand its outreach with citizen participation with instruction in future.

SECTION 4:

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

The City of Madison encourages its staff to utilize its Employee Assistance Program as needed and the Police Department has established a specific liaison to facilitate participation for officers. The Madison Police Department has also set forth procedures for Critical Incident Stress Management that can include assessment, defusing, debriefings, and peer support. Officers have also been trained on the concept of vicarious trauma and how it can affect them.

Marshall Police

1. Department memo issued August 3, 2016 ordering all patrol staff to ride double in a squad from 2:00pm to 2:00am.
2. Department memo issued August 3, 2016, re-enforcing the use of body cameras while in contact with the public (implemented body cameras February 25, 2015).
3. December of 2016 installation of first squad camera system.
4. February of 2017 purchasing second camera system for a duty squad.
5. March-April of 2017 to have both duty squad cars fully operational with cameras.
6. Day shift officers serve as school resource and community officers working within the community with a variety of programs and interactions.
7. Department personnel and spouses are encouraged to participate in civic organizations, youth activities and other public events.
8. Department administration is fully on board with keeping staff trained in variety of aspects or changes in law enforcement.
9. January-September of 2016 administration reviewed/edit of all department policies, followed by department review by staff.
10. The Police Department belongs to the New World Consortium, which has a Record Management System that can track use of force incidents.
11. In 2015 the department implemented a 12 hour work shift. One can argue both sides of this schedule, but officers tend to show a more positive response towards this schedule, for better wellness of the officer?



MIDDLETON POLICE DEPARTMENT

7341 Donna Drive Middleton, WI 53562

Charles Foulke - Chief of Police



MIDDLETON POLICE DEPARTMENT PROGRESS ON SPECIAL COMMUNITY/POLICE TASK FORCE USE OF FORCE RECOMMENDATIONS - Fall 2016

A. Institutionalize major incident debriefings:

Critical Incident Debriefings are routinely offered to staff involved in critical incidents. Debriefings are held to discuss and learn from major incidents. Supervisors routinely review squad car videos (and soon body worn cameras) to evaluate officers' response to incidents and use those incidents as training scenarios. Training scenarios (such as the full-scale active shooter scenario held at the Middleton High School) are routinely debriefed.

B. Create a system of data tracking and analysis:

Complaint allegations and dispositions have been tracked since 2001. Critical Incidents/Use of Force have been tracked since 2005. The data is available in the Department's Annual Report, which is accessible on the Department website.

C. Cameras:

MIPD has utilized squad car cameras since at least 2000. All marked squads have digital cameras and policies are in place for their use, review and retention. Body Worn Cameras will be introduced in the fall of 2016. Money has been allocated for the body worn cameras and storage. Policies are being developed in line with National best practices.

The Wisconsin Chiefs of Police Association is advocating for common sense Open Records laws which protect the privacy of citizens.

Update, March 2017: Body Worn Cameras have been received and have been distributed to all patrol officers as of March, 2017. Policies were developed by a team of sworn and civilian staff, using IACP Model Policies as a base. Additional Records Personnel and Informational Technology staff have been hired to deal with the expected increase in reproduction of digital video and IT related issues.

D. Restorative Justice:

Middleton Schools use Restorative Justice in the two high schools and middle school and School Resource Officers are well versed and use the system. Municipal Court Judge Schuett has indicated a willingness to use Restorative Justice practices, if the current system expands to the suburbs.

Update, March 2017: The Restorative Justice project now includes Fitchburg. Ron Johnson spoke to the Dane County Chiefs of Police Association at our February meeting and confirmed that it is the project's intention to expand to any community in Dane County that expresses an interest. Middleton is very interested in implementing this program in conjunction with our Municipal Court.

E. Expand the coaching role of sergeants and mid-level managers:

While I think this is a fairly common practice among police departments, it is difficult to quantify. MIPD Sergeants mentor younger officers, review video of them, are expected to back up new officers or officers on the street and we have attempted to reduce their administrative duties to free them up for street supervision.

F. Develop Strategic Partnerships to strengthen recruitment efforts:

MIPD had an officer recruitment in the spring of 2016 with mixed results. Strategic partnerships have been made with a number of minority groups, such as United Way, Urban League, African American Council of Churches, Boys and Girls Club and minority leaders in our community. A number of past practices were changed or discontinued to attract non-traditional applicants or not to reward an applicant that was a current officer or who had already attended the Academy (no written test, no physical fitness test, reduction of points for law enforcement experience). Although MIPD received 300 applicants, only 17 were African American, 11 Asian and 27 Hispanic. We did hire two great candidates, a woman who was a police officer in suburban Philadelphia for eight years and a first generation Korean-American with a Master's and Law Degree.

Update, March 2017: We have not had another officer recruitment since the spring of 2016, but it is hoped our continual outreach will pay dividends in attracting minority candidates.

G. Continue to reward Police GUARDIAN behavior:

In early 2015, MIPD held a Department meeting and discussed racial relations, disproportionate arrests and our effect on people of poverty. A number of changes were implemented, including no longer evaluating an officer's



MIDDLETON POLICE DEPARTMENT

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effectiveness on the number of citations issued, but on the number of citizen contacts they had, the number of problems solved, the number of neighborhood meetings attended, etc. One indicator of the success of these redefined expectations and manner of judging an officer's effectiveness was the increase in warning tickets from 936 in 2014 to 3,817 in 2015.

MIPD issues awards monthly called "Caught in the Act". These awards are nominated by fellow officers and it is for instances when officers have a positive impact on a community member or group. Officers receive public praise within the Department and a \$5.00 Culver's gift certificate.

H. Revise curriculum in academy training and continue training on key elements throughout an officer's career:

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

MIPD is in a training consortium with Fitchburg and Sun Prairie Police Departments. The Chiefs of each department met with the Training Staffs in 2015 and discussed ways to bring this training and mindset to the officers. The Training Staffs designed training for 2015, 2016 and beyond, which included use of less lethal weapons, weapons transition and de-escalation techniques. This training included lecture, policy revision and training and scenario based training.

- 3. Train and emphasize professional police communications protocols at all times. Expectations should be that officers will speak to and treat all members of the public with respect and dignity.**

MIPD supervisors routinely monitor squad car videos of the officers they supervise to ensure professional communication expectations are met.

Complaints against staff involving poor professional communication techniques are taken seriously. Scenario based training includes proper use of these techniques.

Update, March 2017: Review of Officers interactions with the people we come in contact with will be further scrutinized with the introduction of Body Worn Cameras. One part of the Body Worn Camera Policy includes random, regular, reviews of Officer interactions.

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

The aftermath of a deadly force encounter was added to 2015 in-service scenario training, which included radio communication and rendering aid. Briefing training in mid-2016 included what to expect if you are involved in an Officer Involved Shooting, which included a step by step review of what officers will go through if they are involved in a deadly force situation.

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

MIPD Command staff recently reviewed the Department of Justice COPS guide on "Officer Involved Shootings-A Guide for Law Enforcement Leaders". The Dane County Chiefs of Police Association has a Committee on Use of Force which is an attempt to make Use of Force responses and investigations consistent. I would like to see training for Police Department Chief Executives on best practices in the aftermath of an officer involved shooting.

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

The Training Consortium of MIPD, FBPD and SPPD received a grant in 2015 and contracted with the YWCA to present Implicit Bias Training to all of our staffs during in-service. MIPD has sponsored Implicit Bias Training for our community, purchased the book "Just Mercy" for all police staff and elected officials and sponsored a book discussion at the Middleton Public Library. This needs to be an on-going effort.



MIDDLETON POLICE DEPARTMENT

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Charles Foulke - Chief of Police



Update, March 2017: Officers and Command Staff continue to receive this valuable training from a variety of sources.

7. Include best practices in working with multicultural communities and developing and maintaining cultural competencies during in-service training.
8. We call on the Governor to ensure that the State of Wisconsin's Law Enforcement Standards Board (LESB) be comprised of racially and ethnically diverse professionals and citizens to ensure differing perspectives are considered when establishing law enforcement standards and academy training.
9. Government entities responsible for funding law enforcement agencies in Dane County should provide agencies with additional funding to train officers more frequently on the following: 'Use of Force,' de-escalation, critical thinking, professional police communications, implicit bias, ethics, cultural competency and mental and behavioral illnesses. Currently the State requires 24-hours per year of on-going training. An increase to 40 hours is recommended for agencies in Dane County:

MIPD officers are mandated to attend 32 hours of in-service training annually. In addition, MIPD officers attended an average of 79 hours of specialized training in 2015. An increase in the 2017 training budget has been requested for 2017.

Update, March 2017: In 2016, Middleton Officers received an average of 90 hours of training. The 2017 Training Budget was increased by \$5,000, the Use of Force recommendations were used as a justification for the request.

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

This type of training has been emphasized in 2015, 2016 and beyond.

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

MIPD changed the Policy on lethal cover in mid-2015 and then introduced policy training and in-service scenarios based on the change.

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

MIPD does not train in the 21 foot rule, but does train in Edged Weapon threats and appropriate ways to deal with them.

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

MIPD has had a foot pursuit policy since May, 2013.

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

Briefing training is routine. Sergeants are responsible for two briefing trainings per month. They are presented at the monthly Admin Staff Meeting, then presented to all officers in briefing throughout the month. Officers are required to view the training and affirm this by a sign off program.

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



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Charles Foulke - Chief of Police



MIPD has a policy in place regarding Mental Health Issue Guidelines. Mental Health Liaison officers offer monthly training bulletins to staff. Six MIPD officers and one supervisor have been to CIT training and updates are required at monthly staff meetings on our frequent contacts.

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

See above.

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

MIPD Detectives are generalists, therefore they handle a variety of criminal investigations. They are all trained in sensitive crime investigations, which include interviewing techniques.

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

MIPD Dispatchers are included in appropriate in-service training with officers.

- 19. Explore Scotland's deescalation methods and national decision-making model for police. (Appendix C)**

I. Create greater public awareness and educate the community on safe interactions for all.

K. Consistently engage the broader community:

MIPD has a number of community programs. MIPD is an Accredited Police Agency. During the last Accreditation assessment, third party assessors wrote: "It was clear during the course of our stay that the Police Department prides

itself on the level of professional service it provides to the citizens of Middleton. The assessors were introduced to a number of programs that are worthy of special mention here. The Middleton Police Department has the most advanced social media outreach effort seen by this assessment team. The Police Department continues to expand community outreach efforts and works to enhance communication with the general public by building their social media efforts. In addition to an active website, the Department maintains an active presence on the most popular social media sites, including Facebook, Twitter, and You Tube. They have also launched a smart phone app, which provides mobile device users quick access to submit crime tips, view crime reports, download forms, and more. A review of the agency's Annual Report reveals an impressive list and description of community programs that the agency either offers or participates in".

1. Police and Fire Commission:

Middleton has a Police Commission, appointed by the Mayor. In discussions with the Commission, they are not interested, nor do they see the need to engage in community outreach. Complaint procedures, including those that go directly to the Police Commission, are prominent on our website and staff is well versed on how to begin a citizen complaint process.

2. Develop relationships with community leaders:

This is an ongoing effort, with staff involved with local Service Clubs, Chamber of Commerce, Middleton Equity Team, School Partnership for Student Support and Success, Law Enforcement/Leaders of Color Collaboration Group to name a partial list.

L. Encourage officers to have regular mental and physical wellness assessments and check-ups:

MIPD has an EAP through Family Services, a contract with Healthy Minds LLC for Critical Incident Debriefing and specialized training has provided family training sessions and in-service training on this topic. MIPD has an Employee Council that meets bi-monthly to discuss issues within the Department. MIPD has an Employee Health Committee. MIPD pays officers who pass the physical fitness test.

Shorewood Hills Police Department

Submitted by Chief Dennis Pine, 03-16-2017

1. Share: Share these recommends with your elected officials.
2. Budget: Communicate with the Village leaders and determine which recommendations would work within our community.
3. Collaborate: Continue to participate in having non-crisis, positive interactions with police, especially involving young people.

(1) Ongoing Department Goals Police Practices

A. Shorewood Hills Police Department is in the process of updating the use of force policy and practices and major incident debriefing policy.

The Shorewood Hills Police Department has sent half of their fulltime staff to Crisis Intervention Training. We as a department will hopefully send the remainder of the department through the training when it becomes available in 2017. We in partnership with the University of Wisconsin Police Department have continuous training through in-service dealing with emotionally disturbed people throughout the training year.

B. Our department is on the Madison Records Management System (RMS) that tracks data obtained during the year.

C. Discussions continue on body cameras through our Public Health and Safety Committee on if we should or should not purchase them and the boundaries on how they should be used (when and where).

D. I know there has been some discussions from our Municipal Court on looking into Restorative Justice Practices and those talks continue. In my opinion, our Municipal Court has done a good job for years in working with the young youth that appear before the court.

E. Our Sergeant's role in the department is focused on training all of our officers on the new best practices such as de-escalation through our in-service training.

F. The Shorewood Hills Police Department has very little turn over in officers. We continue to have a great partnership with other departments' when it comes to processing and hiring a new full-time officer.

G. The Guardian approach behavior has been taught to all of our officers through various trainings and in-services.

(2) Police Academy Training

H. All of our training is set by the Law Enforcement Standards Board (LESB).

I. We are in the process of looking into policy and training to better our officers.

J. We currently do not have a policy on foot pursuits but will be looking into the most current one.

K. Our department has had several in-service trainings and continues to emphasize the importance of professional communication skills to all officers.

L. Shorewood Hills Police Department has set in place Biased-Based Policing Policy (1.11).

M. This topic is not within the scope of the Shorewood Hills Police Department authority but will continue to be a voice for the LESB.

N. Shorewood Hills Police Department continuously exceeds the State of Wisconsin 24 hour training requirements per year.

O. Shorewood Hills Police Department has held community engagement listening sessions to listen to the public and their concerns.

P. Shorewood Hills Police Department has put out a monthly bulletin on community safety.

Q. Shorewood Hills Police Department officers are involved in the Shorewood Hills Elementary School functions such as the Bike Rodeo and Four Corners Recreational groups.

(4) Ensure officer well-being

R. We are currently in the process of revising our wellness policy for our officers and their families.

S. I agree and support the practices by all our officers to be able to identify and treat trauma within their scope of training.



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DEPARTMENT OF POLICE

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Special Community/Police Task Force Recommendations Regarding Police Use of Force

One Year Progress Report

March, 2017

Section 1: Change Key Policing Practices to Reduce Police Use of Force

A. Institutionalize major incident debriefings

Create the necessary policies to support institutionalizing in-house debriefings or shift debriefings after all major or critical incidents that result in the serious injury of a police officer or citizen, to determine how incidents can be better handled and how to make encounters safer for officers and the public.

Response: Department currently has policy that allows for debriefing. Supervisors are trained to create debriefings. Debriefings are encouraged and conducted.

B. Create a system of data tracking and analysis

1. Offer Compliments and Complaints

- a. Every Dane County law enforcement agency should track officer compliments and complaints.

Response: Department currently tracks complaints through a database and compliments through an employee based database.

- b. Every agency should release summary statistics involving officer compliments and complaints, making them easily accessible to the public via the agency's website.

Response: Compliment and complaint data will be included in the 2016 annual report. The report will be available on our website.

2. Use of Force

- a. Every Dane County law enforcement agency should track "Use of Force."

Every Dane County law enforcement agency should have a public policy to review all uses of force above complaint handcuffing.

This policy should require reporting to ensure accountability and transparency.

Response: Currently we have a policy that accomplishes this task. We currently follow said policy. Every use of force incident is subject to a supervisory and administrative level review.

Every agency should release statistics involving incidents of "Use of Force," making them easily accessible to the public via the agency's website.

Response: Place data on website Data will be in the annual report. The report will be available on our website.

Develop clear policy that an officer involved in a critical incident resulting in great bodily harm or death to a member of the public shall not be allowed to patrol until all reviews, investigations and the District Attorney's analysis and decisions regarding the incident are complete.

Response: Current policy is consistent with this recommendation.

C. Cameras

1. Squad Car / Dashboard Cams, Body Worn Cameras and Audio Recording Devices

- a. Dane County law enforcement agencies should outfit patrol cars with dashboard / squad car cameras.

Response: All patrol squads have cameras and audio devices.

- b. Dane County law enforcement agencies should explore outfitting patrol officers with body worn cameras in communities where they are desired with community-supported policies to govern use.

Response: Currently undertaking a camera test period. Anticipate a 2018 budget initiative for body cameras.

- c. Dane County law enforcement agencies with dashboard / squad car cameras and body worn cameras should conduct random reviews of footage to evaluate officer performance.

Response: Currently a task assigned to supervisory personnel.

2. Policy

- a. Police and community leaders should advocate for the legislature to update open records laws to protect the privacy of citizen / police interactions captured in private spaces by body cameras worn by police.

Response: Not an action for the department per se. The Wisconsin Chiefs of Police Association is advocating for related updates.

- b. Create clear community-supported policies governing the use, activation and deactivation of dashboard / squad and body worn cameras and / or audio devices.

Response: Currently have policy in place. Action Step: Create input opportunities for city residents. The use of force policy is

currently on the website and recording policy will be placed on website.

- c. Affirm the standing practice that Dane County agencies do not proactively capture facial images for the purposes of enforcing federal immigration laws.

Response: Currently do not do this and have no intent to start this activity.

D. Restorative justice

Some measures police chiefs could undertake

- 1. Provide officers with the tools needed to encourage restorative justice practices. Tools include: options and support for officers to use discretion in lieu of arrests and citations; examine Madison's Community Court and relationship with Time Bank.

Response: The School District conducts such a program and our school officers participate. Currently municipal court uses Peer Court as a diversion program. Sun Prairie has been identified as an expansion site for the Dane County based restorative justice project. Action Step: Implement restorative justice program in Sun Prairie in 2017.

- 2. Ongoing restorative justice circles with the community that occur on a regular basis to maintain empathy, understanding and trust as well as in response to events that may have caused harm and / or depleted trust between law enforcement and communities of color.

Response: See above.

E. Expand the coaching role of sergeants and mid-level managers

- 1. Provide additional and enhanced training for first line supervisors (sergeants) and reinforce their responsibility of monitoring street practices and for modeling professional behaviors.

Response: The department has identified in-field supervision as a 2017 priority. Currently sergeants attend first line supervisor training and leadership in police organization training. Sergeants currently striving for a larger presence in the field. Our field training officers receive leadership in police organization training. An additional administrative position has been identified in long term budget proceedings to provide more opportunity for sergeants to be present in the field. Our department has at least one supervisor working at all times.

- 2. Chiefs should ensure that the chief's and department's values are put into actual practice on the street by patrol sergeants and officers.

Response: Officers are currently reviewed annually based on department's core values. Quarterly sergeant meetings are designed

to continue the practice of carrying out the department's mission statement and core values.

3. All levels of the organization should adopt and model their department's core values and hold others accountable for exercising and practicing their core values.

Response: Officers are currently reviewed annually based on department's core values.

4. The Dane County Chiefs of Police Association should consider developing a front line supervisor course for all departments throughout the county to reinforce the critical role and responsibilities of those serving in this capacity.

Response: The police department will lend support and assistance to this initiative.

F. Develop Strategic Partnerships to strengthen recruitment efforts

The issue of diversity of police departments is an important one and is connected to the "Use of Force" by the police and the credibility of the police within the community. It is such an important topic that the Collaboration has identified it as one of the three topics needing further analysis by a separate task force.

Response: Currently reach out to all groups identified in the report. Attend career fairs including the Latino career fair. Have successfully added people of color to officer ranks. This is a priority for the department, the Police and Fire Commission, and local community leaders. The police department has an internship program designed to accommodate interns with diverse backgrounds.

G. Continue to reward Police GUARDIAN behavior

Most police awards or letters of commendation are in recognition of heroism, going above and beyond the call of duty. These are awards that are earned and often highlight the best of what the profession brings to our community: selfless service, bravery, risk taking, rising above fear and summoning courage. In addition to these notable and worthy actions of policing, the rewards and award systems should focus on reinforcing the other, less dramatic GUARDIAN actions taken by police. These every day GUARDIAN actions occur often with more frequency than the dramatic moment of heroism.

Response: Officers strive for 30% problem solving and community engagement time in each patrol shift. Departmental core values are a part of each annual officer evaluation. Annual officer of the year and annual chief's award includes community engagement criteria, as do all departmental recognitions.

Section 2: Police Academy Training

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

1. Dane County agencies should train on the GUARDIAN form of policing.
Response: Action Step: Explore GUARDIAN policing training for in-service.
2. Dane County agencies should train officers to become equally competent in de-escalation and empty hand techniques, as they are in weapons use.
Response: Our use of force policy now contains a de-escalation element. De-escalation training is a part of our use of force training. We have taken steps to ensure that we have more in-service time to accomplish this task (separating ourselves from other departments for in-service).
3. Train and emphasize professional police communications protocols at all times. Expectations should be that officers will speak to and treat all members of the public with respect and dignity.
Response: Currently have a policy that addresses professionalism and this includes video review. Use of force instructors are being cross trained as professional communications instructors.
4. Continue to train regarding when and how to use force, up to and including deadly force.
Response: Currently doing this training every year. Created a use of force coordinator position. We will cross train firearms instructors and defensive tactics instructors so to have use of force instructors.
5. Train Chief Executives to deal with the aftermath of an officer-involved shooting.
Response: Command staff has attended and will explore this type of training in the future.
6. Regular training on implicit bias.
Response: We have accomplished this training in recent in-services. Will look for continued opportunities to train. The book "Just Mercy" provided to all supervisors.
7. Include best practices in working with multicultural communities and developing and maintaining cultural competencies during in-service training.
Response: We have trained last year in competency training. Continue to reach out to members of our community who are of color to attend Citizens Academy. Will continue to partner with African American Parents Network, Hispanic Parents Network and Hmong Parents Network.

8. We call on the Governor to ensure that the State of Wisconsin's Law Enforcement Standards Board (LESB) be comprised of racially and ethnically diverse professionals and citizens to ensure differing perspectives are considered when establishing law enforcement standards and academy training.
Response: Not applicable to department per se.
9. An increase to 40 hours is recommended for agencies in Dane County.
Response: The department currently trains in an in-service setting 40 hours a year and will continue to conduct 40 hours a year of in-service training.
10. Officers need a holistic framework of realistic, scenario-based training on all levels of "Use of Force." Training should start in the academy and continue throughout the officer's career.
Response: Currently do this for officers at in-service training. The department is committed to realistic-scenario based training.
11. Allow officers to use Electronic Control Devices (i.e. Tasers) when no immediate backup is present.
Response: Officers currently have this latitude by policy with exception of cases involving a firearm.
12. For those agencies who train on the 21-foot rule for a person armed with an edged weapon, ensure the training incorporates strategies that emphasize the option of disengagement when appropriate: slowing things down if possible, maintaining at least 21 feet distance whenever possible, placing obstacles between the officer and the assailant.
Response: Recently trained time and distance at in-service and this concept will continue to thread through our use of force training. We train officers that the 21-foot rule is not a rule.
13. Develop policy and training on foot pursuits. Foot pursuits, like car pursuits, are dangerous to the officers and members the public. Few departments have specific policies and training on foot pursuits.
Response: Policy in development.
14. Briefing training on a variety of subjects including cultural awareness, proper way to approach and greet, community feelings and concerns about the police (listening sessions). The African American Council of Churches (AACC) has offered to facilitate sessions.
Response: Action Step: Reach out to AACC to determine what they have in mind for training and then consider in-service training.
15. All Dane County law enforcement agencies should develop staffing policies and response protocols regarding the most appropriate ways to respond to emotionally disturbed persons and those struggling with mental illness.
Response: We currently have policy on mental health response. Currently training officers on CIT (Crisis Intervention Training). The department has a mental health response team. An upcoming in-service session will be dedicated to "Mental Health First Aid Training." We have committed to the IACP's One Mind Campaign.

16. Dane County law enforcement agencies should provide Crisis Intervention Training.
Response: We will train all officers in Mental Health First Aid in 2018.
17. Dane County agencies should train officers and detectives in the use of trauma-informed interviewing skills.
Response: Action Step: Assign detective sergeant to review trauma-informed interviewing.
18. Dispatcher training should be enhanced to include the collection of additional information to improve officer preparedness prior to their arrival on the scene of particular types of crisis (mental illness, drugs, alcohol, etc.).
Response: We will train all dispatchers in Mental Health First Aid in 2018. We have regular professional development which allows dispatchers to ride along with officers to gain officer response perspective.
19. Explore Scotland's de-escalation methods and national decision making model for police. (Appendix C)
Response: Action Step: Have use of force training coordinator explore this concept.

Section 3: Engage and Educate the Community

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

1. The AACC, Urban League, NAACP, Centro Hispano, Freedom Ink and others, in partnership with DCCOPA, should develop training to educate the public on how to stay safe during police encounters.
 - a. Community groups should educate the public about the "Use of Force Continuum" and how different actions may prompt an escalation in the law enforcement officer's "Use of Force."
Response: Use of force policy currently on department's website.
 Action Step: Invite citizens to attend use of force explanation presentation regarding scenario based training. This presentation would include an invitation to the media to attend.
 - b. Community groups should conduct training for citizens, especially young adults, about how to have a safe interaction with law enforcement (i.e. Ten Steps, Know your Rights, etcetera).
Response: Currently do this for Citizens Academy. This training was presented at the African American Parent's group here in Sun Prairie. Continue with "The Law and You" training for high school students. "The Law and You" is available on the department's website in English, Spanish and Hmong. The department is creating a traffic stop video designed to educate the community in this area and it will be available in the aforementioned languages.

2. All Dane County law enforcement agencies to put “Use of Force” policies and other pertinent information regarding stops, arrests and reported crimes on their websites to make available to the public.
Response: Currently accomplish this to include use of force policy on website. Action Step: Place monthly report on website.

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

1. Police and Fire Commission
 - a. Currently, police commissions have no obligation to actively listen to or seek out the public’s opinion on issues involving the police department. In communities where police commissions exist, the commissioners must make a greater effort to receive feedback regarding how their communities are policed. This information must be collected directly from the public at various times throughout the year.
Response: PFC attends National Night Out and the role of the PFC is explained at the Citizen’s Academy. PFC members participate in officer ride-alongs. Chief of Police will provide update to the PFC.
 - b. Police and Fire Commissions (PFC) and law enforcement officials should involve members of the community in hiring and promotion panels. This is especially important when an officer is assigned to a particular neighborhood or school. Voices representing the diversity of the particular neighborhood should be actively sought.
Response: Promotional process includes a community member.
 - c. PFC should develop an easily accessible system to report compliments, complaints and police “Use of Force.”
Response: Citizens can file complaints directly with PFC through the city clerk’s office.
 - d. Ensure the police and fire commission is comprised of a diverse array of citizens that include racial and economic diversity that represents the collective community.
 - e. Response: These recommendations were provided to the mayor, who appoints the PFC commissioners.
 - e. Educate the public on how complaints and compliments can be filed against or about the police.
Response: Our policy on filing complaints, including filing directly with the PFC, is available on our website.
2. Develop relationships with community leaders
 - a. Seek, develop and cultivate genuine relationships with neighborhood community members. Ensure that relationships are based on a culture of openness and trust; don’t wait until a crisis occurs.
Response: Currently district liaison officers are charged with public meetings. Department carries out presentations on a variety of

topics. The department is very involved with Sun Prairie's Community Schools. The department is involved with the City Diversity Committee to include a presence at city-wide listening sessions. The department is also involved in parent group meetings, the Youth and Families Commission, the Black and Latino Youth Academies, the Sunshine Place, RED Latina, Amigos en Azul and "Friday Nights at the Y." Each officer has a community connection requiring each officer to make monthly contacts with local businesses, schools and non-profits. The department has partnered with Unidos to provide services to Latino crime victims. An officer is assigned to the JFF Bi-Lingual Community Response Team.

- b. Develop an ongoing community interface through which police can solicit community assistance and collaboration on ideas and programs to foster better communication, transparency and relations with the community.

Response: Action Step: Create a web based community survey tool to solicit ideas and input.

- c. Include relationship building conversations during training the police.

Response: Recently accomplished this recommendation during in-service.

- d. Collaborate with residents to develop best practices regarding community policing. Be certain to include lessons learned from situations that did not go well across the country.

Response: Department strives for such meetings currently, holding community DLO meetings, attending parent group meetings and just regularly scheduled community policing events like National Night Out.

- e. Openly discuss the effects of poverty, unemployment, single-parent homes, lack of afterschool activities and how these challenges affect the relationship between law enforcement and residents.

Response: Currently involved in community schools. Recent training at in-service included these subjects. The department is involved with the Sunshine Place, a local non-profit that addresses these issues.

Section 4: Ensure officer wellbeing

A. Encourage officers to have regular mental and physical wellness assessments and checkups

- 1. Develop employee wellness programs focusing on mental health, physical health and nutrition.

Response: City provides wellness programs for all employees. Department implemented a physical fitness and incentive program.

Recent training included all these topics. Future will include these topics. The department has created a chaplaincy program.

2. Use trauma-informed practices for secondary trauma to field officers.

Response: Mental health training in variety of ways has been conducted, including officer suicide prevention training, stress reduction training and physical fitness and nutrition training.

3. Support restorative, scientifically-supported work schedules and practices for law enforcement employees to allow for decompression and account for everyday trauma.

Response: Currently patrol lieutenant has committee reviewing scheduling and efficiencies. Currently require eight hours between shifts. Action Step: Research scientifically-supported work schedules.



TOWN OF MADISON

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Calls to Action for Each Police Department in Dane County

1. **SHARE:** Share these recommendations with your elected officials and solicit their feedback.
2. **BUDGET:** In partnership with leaders within your community, determine which recommendations you will implement in your community and create corresponding budget and implementation plans. Engage your elected officials, requesting their approval and support of your budget and implementation plan.
3. **LEARN:** Continue to nurture a system of community engagement, creating mutually consultative relationships with diverse leaders in your community. Develop a system way to involve, consult and learn from and with these leaders.

TOWN OF MADISON POLICE DEPARTMENT

This report was shared with the Town of Madison Town Board, Police and Fire Commission, our sworn and civilian staff and our residents and customers via social media and Town List serve. The Town of Madison was involved with the Community Restorative Court Program prior to the implementation of these recommendations. Our department has routinely conducted formal debriefings on major incidents and more informal debriefings for minor incidents that involve our officers. We continue to analyze our body camera footage and recently found footage of a camera that was accidentally turned on while an officer was playing basketball with the kids in one of our parks. Our training officers have been directed to continue to emphasize de-escalation techniques in all levels of use of force training and implicit bias is consistently discussed in our department formally and informally. We have developed an active Chaplain Program to assist our officers and they consistently reach out to our chaplain for assistance when appropriate.

**UNIVERSITY OF WISCONSIN-MADISON
POLICE DEPARTMENT**



SPECIAL COMMUNITY/POLICE TASK FORCE

**PROGRESS REPORT ON RECOMMENDATIONS
REGARDING POLICE "USE OF FORCE"**

FEBRUARY 2017

EXECUTIVE SUMMARY

FROM SPECIAL COMMUNITY/POLICE TASK FORCE'S RECOMMENDATIONS REGARDING POLICE "USE OF FORCE" REPORT

In the fall of 2014, during the aftermath of the officer-involved shooting that resulted in the death of an African American male in Ferguson, MO, The National Association for the Advancement of Colored People (NAACP) - Dane County Branch #36AB and United Way of Dane County were asked by local law enforcement leaders to facilitate a collaboration. The initial goal was to create and cultivate relationships between individuals within both groups of leaders (Appendix A). Naming themselves the 'Law Enforcement and Leaders of Color Collaboration', the group participated in monthly meetings throughout the winter of 2014.

Initial Collaboration meetings focused on analyzing reactions and responses of individuals and groups within Dane County, to additional occurrences of officer-involved shootings of African Americans across the United States. During their analysis of local residents' responses to these national incidents and after analyzing information collected during listening sessions with focus groups made up of individuals from communities of color, the full extent of the frustration in the communities of color was realized.

On March 6, 2015, Dane County experienced its own officer-involved shooting of an African American male. Recognizing that there were many in our community who wished to voice their concern, anger and frustration regarding these incidents, the Collaboration swiftly moved into action, and became instrumental in ensuring the safety of students and all who chose to protest, by staffing street protests as 'Wise Witnesses'. In this capacity, Collaboration members shared information regarding citizens' right to peacefully protest, as well as information regarding types and amounts of citations, should any City ordinances be violated.

During the debrief of local protests, when analyzing the relationship between law enforcement and individuals within communities of color, three areas were identified as barriers to strengthening relationships between the two groups: 'Use of Force', Implicit Bias, and Diversity within Police Departments. In an effort to ensure due diligence in its analysis of all three areas of concern, the Collaboration decided to focus its efforts on the analysis of one area at a time. To begin the process, the Collaboration created a Special Community/Police Task Force to explore and offer recommendations regarding the first area of concern: 'Use of Force.' The Task Force was led and facilitated by Associate Vice Chancellor/Chief Susan Riseling (Co-Chair), University of Wisconsin-Madison Police and Reverend Everett Mitchell, Christ the Solid Rock Baptist Church (Co-Chair). Chief Riseling and Reverend Mitchell were supported by the President and CEO of the Urban League of Greater Madison, Ruben Anthony, Ph.D.

The Special Community/Police Task Force, the group charged with analyzing police ‘Use of Force,’ met fifteen times between May and December of 2015. During this time, the Task Force heard from law enforcement specialists, community leaders, and community members through special listening sessions hosted in and with communities of color. (Appendix B). The Special Community/Police Task Force developed its set of recommendations, which are included in this report.

Following the finalization of their recommendations in December 2015, the Task Force presented them to the Law Enforcement and Leaders of Color Collaboration and the Dane County Chiefs of Police Association for its review. These recommendations are now being made public, with a Call to Action for all law enforcement agencies within Dane County and all the governmental bodies to which they report to examine these recommendations and align around the issues, including those that have budget considerations, e.g. training and equipment.

SEE THE FULL REPORT AND RECOMMENDATIONS HERE:

[Community-Police Task Force Recommendations](#)

UWPD PROGRESS REPORT (FEBRUARY 2017)

SECTION 1: CHANGE KEY POLICING PRACTICES TO REDUCE POLICE USE OF FORCE

A) Institutionalize major incident debriefings

The UW-Madison Police Department (UWPD) conducts debriefings for all major incidents. Per department policy, debriefings are scheduled for major disturbances or events where a significant amount of police action was taken, with a focus on improving responses to future incidents of a similar nature.

Per policy, in response to use of deadly force, mandatory critical stress debriefings are held for all personnel involved. The department ensures that employee assistance services have been offered to all involved personnel.

B) Create a system of data tracking and analysis

1. Officer Complaints and Compliments

The UW-Madison Police Department tracks and reviews all police officer complaints and compliments. Supervisors and managers conduct necessary complaint follow-up/investigation as overseen by the Lieutenant of Professional Standards.

UWPD policy governs fair procedures for conducting complaint investigations. Internal investigations are conducted to ensure prompt corrective action is taken when deemed appropriate and when training needs associated with the delivery of services are identified.

2. Use of Force

The UWPD tracks all instances of use of force/response to resistance, reviews all uses of force/response to resistance above compliant handcuffing, and identifies and addresses any training or policy concerns. Quarterly use of force/response to resistance reports are posted on our website.

C) Cameras

The UWPD outfits squads assigned to patrol officers with cameras/audio systems. We also require the use of body worn cameras for patrol officers. Footage from squads and body

worn cameras is randomly reviewed to evaluate officer performance. UWPD policy governs use of body worn cameras, video retention, and release.

D) Restorative Justice

All UPWD supervisors have received training in Procedural Justice as well as information about restorative justice program opportunities. Currently, restorative justice options for UWPD referral are limited to those in place at the County level, though we are committed to exploring ways to expand upon our ability to develop new or tap into existing restorative justice programs.

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

The UWPD conducts annual training specifically for sergeants and mid-level managers. In addition, supervisors and mid-level managers receive bi-annual performance reviews during which individual supervisor goals are established, reviewed, and discussed to identify any additional training and support needed to meet these goals. Sergeants and mid-level managers, in turn, conduct similar performance reviews with those they supervise to provide a more formal coaching opportunity in addition to the daily coaching they provide within their respective units.

F) Develop Strategic Partnerships to strengthen recruitment efforts

The UWPD is an active participant in the UW-Madison Recruitment Initiative for Student Employees (RISE) program. The RISE program is a diversity pipeline program designed to further develop and enhance UW-Madison's initiative to address campus diversity recruitment, and has yielded new officer, security, and dispatch hires for our department.

UWPD has also established community partnerships with United Way, Big Brothers Big Sisters of Dane County, the Urban League, Centro Hispano, 100 Black Men, MATC, Edgewood College, and others to expand and strengthen our recruitment efforts.

A primary goal for 2017 will be to further develop a more formalized strategic plan for recruitment at both the local and national level, with a particular focus on creating a more diverse department.

G) Continue to reward Police GUARDIAN behavior

The UWPD has a formal annual awards process in place that recognizes UWPD employees for performance above and beyond their usual/expected performance of duty. The awards serve to highlight and hold out as examples outstanding work that focuses on problem-solving, community service and engagement initiatives, as well as efforts that further cultivate campus partnerships and promote collaboration. These awards recognize and reinforce principles of community policing, problem-oriented policing, and our role in the community as guardians. Additionally, we are currently implementing a formal process to document and acknowledge all Police GUARDIAN behavior on a regular basis -- not just annually in our awards ceremony.

SECTION 2: POLICE ACADEMY TRAINING

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

The UWPD works to impact police academy curriculum and training through ongoing involvement with the Wisconsin Chiefs of Police, Wisconsin Department of Justice, and the Wisconsin Police Executive Group.

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

The UWPD utilizes the national decision-making model, in conjunction with the State of Wisconsin Disturbance Resolution model. Both models promote the GUARDIAN form of policing to include measured policing approaches -- slowing down or disengaging (when appropriate), de-escalating, and utilizing a wider lens when approaching a situation.

In addition, UWPD is currently in the process of training all police personnel in either Crisis Intervention Team (CIT) training or Crisis Intervention Partner (CIP) training as well as training in Fair and Impartial Policing practices.

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

The UWPD incorporates de-escalation and weapons transition into the Defense and Arrest Tactics (DAAT) training that officers receive. Training emphasizes and policy reinforces that the least amount of force required to establish control/gain compliance is the expectation and should only be employed for as long as is necessary to meet the goal of control and compliance.

3. Train and emphasize professional police communications protocols at all times. Expectations should be that officers will speak to and treat all members of the public with respect and dignity.

The UWPD mission and core values are rooted in the expectation that officers will speak to and treat all members of the public with respect and dignity. A number of our Unified Tactics Instructors are also trained as Professional Communications Instructors. Our goal is to train all UWPD Unified Tactics Instructors as Professional Communications Instructors.

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

Use of force/response to resistance training is a significant component of UWPD training. Officers are typically trained 6-7 times per year on the use of firearms, less lethal weaponry, and rendering aid to those injured or wounded including suspects. Use of force and deadly force training scenarios incorporate follow-through considerations, providing officers with training repetitions in dealing with the aftermath of use of force and deadly force in a humane and professional manner.

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

The UWPD Chief, Assistant Chief(s), and commanders engage in ongoing discussion and training with campus administrators to continuously assess our collaborative response to active-shooter/officer-involved shooting scenarios. Both UWPD policy and UW policy provide guidance in dealing with the aftermath of active-shooter/officer-involved shootings and the release of information in these cases. In addition to working with key campus administrators, the Chief is a member of several broader Madison community conversations and meets regularly with community leaders to further improve our planned response to these and other incidents that have the potential to significantly impact the community.

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

The UYPD trains regularly on implicit bias concepts, and has mechanisms in place to periodically assess the ways in which implicit bias may be enacted. One such mechanism is the periodic supervisory review of both body-worn and in-car video to review officer interactions with individuals and ensure that officers are practicing our core principles and treating people of all races without bias. In addition, all sworn and non-sworn police staff have received training in Fair and Impartial Policing, and two UYPD in-house instructors provide ongoing internal training on Fair and Impartial Policing as well periodic training to members of our community.

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

UYPD is committed to including best practices in working with multicultural communities and further developing cultural competencies during in-service training. We recognize that this is an area in need of more focused attention and will work toward greater levels of cultural competency in the training and services we provide.

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

While this particular recommendation is not within UYPD scope of authority to ensure, we will continue to advocate for LESB diversity whenever possible.

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

The UYPD annual in-service training currently exceeds the state required 24 hours and covers a variety of the topics included above.

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

The UWPD utilizes live scenario training and video-based firearms training each year during in-service training. Sensitive crimes scenarios (in partnership with the Rape Crisis Center), non-English speaking scenarios, mental health related scenarios, and scenarios that require the officer to disengage are included and draw upon critical thinking skills, professional communications, and problem-solving approaches.

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

UWPD policy for ECD use allows for officers to employ the Taser when no immediate back-up is present in all but deadly-force situations. If the use of deadly force is reasonable and necessary, officers must have lethal coverage available in order to employ a less lethal option such as the Taser.

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

The UWPD includes discussions of the 21-foot rule for persons armed with an edged weapon and as recommended, we emphasize the option of disengagement when appropriate; slowing down, verbal engagement, and keeping distance or creating physical barriers between the officer and the subject. UWPD officers are trained that if an officer is within 21 feet of a suspect with an edged weapon that proximity does not in and of itself create a deadly force situation.

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

Currently, UWPD does not have a policy that specifically addresses foot pursuits but will create such a policy in the coming months.

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

The UWPD periodically includes community feedback, cultural awareness, etc. in police briefings -- from line level staff to command staff.

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

UWPD policy covers in detail the most appropriate ways to respond to emotionally disturbed persons and those struggling with mental illness (42.6). The UWPD has invested significantly in officer and dispatcher training around Crisis Intervention Team (CIT) and Crisis Intervention Partners (CIP). In addition to our well-trained patrol response, UWPD has established a team of officers (CARE Team) who work on a voluntary basis to conduct follow-up with individuals with mental illness that generate police contact and we have committed supplemental resources to this particular population through our full-time Community Officers. UWPD conducts CIT and CIP training for agencies throughout Dane County, and command staff representatives serve on both the NAMI Wisconsin Board of Directors (Captain) and the Journey Mental Health Board of Directors (Chief).

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

See Above.

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

The UWPD regularly trains officers and detectives in the use of trauma-informed interviewing skills. An example of this ongoing effort includes training we provided in conjunction with the Rape Crisis Center last summer on interviewing victims in sensitive/traumatic cases.

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

The UWPD has partnered with NAMI Dane County and other area mental health providers to develop CIT specifically for dispatchers and is currently in the process of training all dispatchers. Training that focuses on implicit bias and cultural competency exists, but is in need of further development.

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

UWPD provided officer training on the national decision-making model for police during our first quarter 2016 and 2017 in-services.

SECTION 3: ENGAGE AND EDUCATE THE COMMUNITY

A. Create better public awareness and educate the community on safe interactions for all.

UWPD staff engage in ongoing community meetings with students, faculty, staff, and administrators and are involved in a host of campus initiatives that provide opportunities to create better public awareness and educate the community on safe interactions for all. UWPD policies are posted on our website and regularly updated, and data regarding use of force/response to resistance is also posted. Additionally, officers distribute our traffic stop brochure, "What to do if Stopped by the Police" at all traffic stops. This brochure provides the recipient with information and frequently asked questions about traffic stops and police contacts.

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

1. Police and Fire Commission

Not Applicable.

2. Develop relationships with community leaders

Through regular meetings, valuable relationships have been fostered with student groups, faculty, deans, academic staff, and university staff leaders. These meetings and relationships will continue into the future. UWPD officers at all levels engage with the larger Madison community in a number of forums, and the UWPD Chief of Police is a member of the Law Enforcement/Leaders of Color Collaboration and served as a member of the Special Task Force on Police Use of Force that created these recommendations.

Additionally, the UWPD Chief of Police is in the process of establishing campus community advisory groups to provide a range of interested stakeholders the opportunity to offer feedback, input, and review as appropriate.

SECTION 4: ENSURE OFFICER WELL-BEING

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

The UWPD has a robust employee wellness program:

- Peer Support Team: A group of UWPD employees from all work units within the department (sworn and non-sworn) who have received, at minimum, an additional 16 hours of training to better understand personal issues and provide appropriate resources to fellow employees.
- All UWPD employees have access to the Employee Assistance Program (EAP).
- UWPD works with the university's wellness program and is involved with the Community of Practice, a group on campus that focuses on holistic wellness.
- UWPD contracts with an outside psychologist to provide services to our officers who might need assistance.
- UWPD provides a workout room for employees to maintain their physical fitness.
- UWPD has drawn into its construction plans for the building addition, a room that can be dedicated to meditation practices.
- UWPD regularly engages in physical fitness challenges within the department as a way to cultivate teamwork, encourage health and wellness, and create an internal culture that both values and promotes mental and physical wellness.

CONCLUSION

The UWPD remains committed to further implementing the recommendations made by the Special Community/Police Task Force and to the ongoing work of the Law Enforcement and Leaders of Color Collaboration. Since these recommendations were first released in February of 2016, the UWPD and police departments throughout Dane County have worked to build trust in our respective communities and have endeavored to engage in ongoing conversations aimed at improving police-community relationships. The UWPD is dedicated to collaborative policing approaches that positively impact our campus community, communities throughout Madison/Dane County, and the profession as a whole.

Waunakee Police Update

The implementation update is attached. Several areas are difficult to quantify. We have been doing many things on the list for a number of years. Several examples include; major incident debriefings, officer wellness, sergeants coaching officers in many areas, defense and arrest tactics instructors teaching/stressing de-escalation as part of training curriculum, and recognizing great performance.

We recently purchased body cameras and are working toward implementation soon. We have officers who have or will attend mental health and implicit bias training.

Chief Kevin Plendl

April 7, 2017