



Finance Department

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Purchasing Services

REQUEST FOR INFORMATION

RFI #: 8731-0-2018-JA
For: Police Strategic Plan
Released Date: Friday, April 6, 2018
Due Date: Monday, May 7 @ 2:00 PM CST
City Agency: Police Department

Method of Delivery Options

Email response to: bids@cityofmadison.com

OR

Mail response to: Purchasing Services
City-County Building, Room 407
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Attn: 8731-0-2018-JA

1 GENERAL CONDITIONS AND INSTRUCTIONS TO BIDDERS

1.1 [Applicable Terms and Conditions](#)

- Products or Equipment. All quotations for supplies and/or equipment must be submitted in accordance with the specifications contained in this solicitation and City of Madison Standard Terms and Conditions.
- Services. All quotations for services must be submitted in accordance with; the specifications contained in this solicitation, City of Madison Standard Terms and Conditions, and Purchase of Services Contract.
- Copies. Copies of above-referenced forms are available from the Purchasing Office or from the following links:
www.cityofmadison.com/finance/documents/STC.pdf
www.cityofmadison.com/finance/documents/ConditionsofPurchasePO.pdf
www.cityofmadison.com/attorney/documents/posContract.doc

1.2 [Award](#)

This is a request for information only. It is not anticipated that an award will come directly from this solicitation.

1.3 Schedule

RFI Issue Date:	Friday, April 6, 2018
Questions Due Date	Monday, April 23, 2018
Answers Posted Date:	Friday, April 27, 2018
RFI Responses Due Date:	Monday, May 7, 2018

2 CONTACTS

Technical:	For questions regarding technical specifications.	Captain Thomas Snyder City of Madison Police Department (608) 267-2100 tsnyder@cityofmadison.com
Buyer:	For questions regarding instructions, terms & conditions.	John Alliet City of Madison Purchasing Services (608) 266-4523 bids@cityofmadison.com

3 BID DISTRIBUTION NETWORK

Please note that the City no longer maintains an in-house bidders' list. **Notification of bid opportunities, addenda, tabulations and awards will only be made to subscribers via these networks.**

State of Wisconsin VendorNet System:	State of Wisconsin and local agencies bid network. Registration is free. http://vendornet.state.wi.us/vendornet
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DemandStar by Onvia:	National bid network – Free subscription is available to access bids from the City of Madison and other Wisconsin agencies, participating in the Wisconsin Association of Public Purchasers (WAPP). A fee is required if subscribing to multiple agencies that are not included in WAPP.
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Bid Opportunities:	www.cityofmadison.com/finance/purchasing/bidDemandStar.cfm
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Home Page:	www.demandstar.com
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To Register:	www.onvia.com/WAPP
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4 LOCAL VENDOR PREFERENCE

The City of Madison has adopted a local preference purchasing policy granting a scoring preference to local suppliers. Only suppliers registered as of the bid's due date will receive preference. Learn more and register at the City of Madison website.

www.cityofmadison.com/business/localPurchasing

5 DESCRIPTION OF SERVICES

5.1 Purpose and Background

The City of Madison is actively seeking information as to the costs of services for an experienced multi-disciplinary consulting firm to assist the Police Department with developing a five-year strategic plan. The purpose of this document is to provide interested parties with information to enable them to propose prospective costs associated with the facilitation of a strategic planning process and ultimate creation of a document to assist in guiding the agency over the next several years. The City of Madison Police

Department (hereafter referred to as the Madison PD) intends to use the results of this information for budgetary planning and authorization prior to the creation of a formal request for proposals (RFP) document. The level of funding ultimately determined and approved will be utilized for a strategic planning process beginning in 2019. The strategic planning process and documentation will be used to help direct priorities, focus energy and resources, strengthen operations, and to ensure that employees and other stakeholders are working toward common goals. This process will also be used to establish agreement around intended outcomes/results and assess and adjust the organization's direction in response to a changing environment. The Madison PD has previously facilitated meetings and outreach endeavors with internal and external stakeholders for the purposes of creating strategic plans. These initiatives last occurred in 1998 and 2004, and 2007.

Madison is the capital of the State of Wisconsin and as of the 2016 US Census had an estimated population of 252,551 making it the second largest city in Wisconsin. At full strength, the Madison PD staffs 477 commissioned personnel and 118.7 civilian full-time employees (FTEs). The Madison PD is nationally recognized for its innovation and leadership. The Department is in the forefront of community-based policing, problem-solving, and quality improvement. The agency is headed by a Chief of Police and organized into three sections which include: Field Operations, Investigative and Specialized Services, and Support and Community Outreach. On April 30th of 2014, Michael Koval was sworn in as the newest Madison Police Chief and emphasized a strong pursuit of the "police as guardians" mentality.

5.2 Objectives of Project

The Madison PD is a progressive agency committed to continuous improvement. Part of this philosophy requires the agency to periodically undertake a comprehensive assessment of its current status. The selected vendor will need to gather data and provide recommendations regarding steps needed in order to create a comprehensive strategic plan. These recommendations should include details as to how the vendor will solicit public input, and how they would select key topical areas around which a plan would be formed. The contracted vendor will need to gather data and undertake all necessary steps to create a strategic plan that forms a flexible road map for future projects to enhance successful policing strategies and initiatives within the City.

5.3 Project Description

The information solicited will ultimately provide the Department with an independent assessment of areas to be developed and strengthened, forming the basis for the preparation of a strategic plan for future growth and development. The consultant is encouraged to review previous strategic plans as well as the recently completed OIR Group's review of MPD Policy & Procedure along with the Madison Police Response.

See attachments for 2001 and 2007 Strategic Plans

A copy of the OIR report can be found here:

<http://www.cityofmadison.com/mpdstudy/documents/MadisonOIRGroupReportMadisonPD.pdf>

A copy of the MPD response to the OIR report can be found here:

<http://www.cityofmadison.com/police/documents/OIRresponse.pdf>

With previous processes, a Strategic Planning Committee chosen by the Chief of Police was responsible for coordinating the entire planning process. Input from internal and external stakeholders was elicited through the use of surveys, interviews, and community meetings. With the proposed 2019 strategic planning process, it is envisioned that identified Madison Police personnel will assist -- in some capacity -- the identified vendor to utilize contemporary strategies and methods in order to elicit input, data, and feedback from all stakeholders.

The Madison PD are open to evaluating other consultant models -- depending on budgetary authorization -- that may differ from previous strategic planning processes. It is recognized that depending upon the

process model ultimately selected, the level of direction and involvement of Madison PD personnel may vary.

- 1) In one model, it is envisioned that a chosen consultant would facilitate and guide the process while working directly with Madison PD personnel similar to what has been done in the past.
- 2) A different model might allow for less Madison PD personnel involvement leaving the majority of the work involved in planning and organizing the entire process to the selected vendor.

The RFI response should address these different models or a hybrid of the two processes identified. The RFI response must also state how the selected vendor would select and involve elected officials, Madison PD personnel, community members from a broad segment of the City's population, as well as other government, non-profit, and private stakeholders who work in the community. The RFI should also identify the method in which topical areas or categories of strategic planning would be determined.

In either model, it is perceived critical for the process to include the coordination and facilitation of a conference representing all stakeholders, and synthesizing the information into a draft strategic plan for presentation to the Chief and Management Team.

5.4 Project Timeline

RFI responses shall be submitted in time for 2019 City of Madison budget deliberations. Based upon this process, an RFP would be issued prior to the end of 2018, with the strategic planning process to be initiated and completed in 2019.

6 CONTENTS OF RESPONSE

6.1 Models

Address at a minimum the two models described in Section 5.3. A hybrid model or a unique model may also be described. Models should be brief and provide an overview of the general tasks and deliverables as well as the requirements of Madison PD personnel. Respondent's consultant models will be used as the basis for the forthcoming RFP. Improvements to the previous consultant models and fresh approaches not mentioned in this RFI are encouraged.

6.2 Proposed Budget

Propose a cost for each model described within your response. Costs should be broken down by task and deliverable categories. Cost information will be used by the Madison PD to plan the budget for this project.

6.3 Form A: Bidder Information

Complete Form A: Bidder Information and include it with your response.



Form A: Bidder Information

RFI #: 8731-0-2018-JA Police Strategic Plan

This form must be returned with your response.

BIDDER INFORMATION

COMPANY NAME			
ADDRESS	CITY	STATE	ZIP
BIDDER'S NAME		TITLE	
EMAIL			
SIGNATURE		TELEPHONE NUMBER	
DATE		FAX NUMBER	

LOCAL VENDOR STATUS

The City of Madison has adopted a local preference purchasing policy granting a scoring preference to local suppliers. Only suppliers registered as of the bid's due date will receive preference. Learn more and register at the City of Madison website.

CHECK ONLY ONE:

- Yes**, we are a local vendor *and* have registered on the City of Madison website under the following category: _____ www.cityofmadison.com/business/localPurchasing
- No**, we are not a local vendor or have not registered.

STRATEGIC PLANNING DOCUMENT



RICHARD WILLIAMS
CHIEF OF POLICE



Madison Police Department

Richard K. Williams, Chief of Police

City-County Building
211 S. Carroll Street
Madison, Wisconsin 53703-3303
PH: 608 266 4022
TDD: 608 266-6562

DATE: April 1, 2001

TO: Mayor Susan J. Bauman

FROM: Chief of Police Richard Williams

SUBJECT: 2001 Strategic Planning Document

It is with great pride and satisfaction that I deliver to you the 2001 version of our Strategic Plan. Since my arrival in Madison, strategic planning has been a central feature as to how we would organize and operate this department. In 1994, a "five-year" strategic plan was developed, and many aspects of that first plan were implemented in the following years. In 1999, I chaired a core group of managers for the purpose of reviewing the previous strategic plan. We created a process by which the next "five-year" plan would be put together. What you now have in your possession is a result of these efforts. In July 1999, the core group appointed a "strategic planning team" comprised of commissioned and civilian personnel. Their efforts culminated with the October 1999 Strategic Planning Conference attended by nearly 200 individuals. While a number of M.P.D. personnel were in attendance at this conference, many community members and representatives from other governmental agencies and private sector vendors were also in attendance. Together we spent the day identifying obstacles that impede our daily efforts. We also identified the direction in which future M.P.D. planning efforts should be focused.

Following the conference, the core group identified standing committees or "outcome groups" who would be responsible for reviewing the data collected at the conference. The outcome groups worked throughout 2000 to identify goals, objectives, and strategies related to the six conference themes. In January 2000, Captain Michael J. Smith was promoted to a newly created planning position and assigned responsibility for monitoring the work of the outcome groups and the task of "bringing the plan all together." Captain Smith has incorporated the work of the outcome groups with the department's annual capital and operating budgets and the City's Framework for Excellence. On a quarterly basis, the Management Team will review and update this document. It will serve as the guide for measuring our progress toward attaining the goals, objectives, and strategies identified by community members in collaboration with the men and women of this department. This strategic plan will further our efforts at continuous improvement and organizational excellence. We will continue to seek input from our community on an ongoing basis.

MADISON POLICE DEPARTMENT STRATEGIC PLAN
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Madison Police Operating Philosophy

***We, the members of the Madison Police Department,
are guided by the highest ethical standards.***

***We provide the highest quality of personalized services to all who live,
work, visit, learn, and recreate in our City.***

***We do this by empowering employees who build partnerships with the
community and other service providers to prevent and solve crime,
lessen fear, and reduce neighborhood problems.***

***We are committed to enhancing our community's safety and quality of life
through continuous improvement of our work.***

***We are a community-oriented police department
as defined by the people we serve.***

***We believe in the dignity of all people and respect individual
and constitutional rights in fulfilling this mission.***

Vision Statement

***We strive to be a dynamic,
continuously improving organization
devoted to service excellence
in making our city a safer
and healthier place to live, learn, work, and play.***

Mission Statement

***The mission of the Madison Police Department is to
work in partnerships to create safer neighborhoods,
and preserve our special quality of life.***

STRATEGIC PLANNING TEAM CORE GROUP

Chief Richard K. Williams

Assistant Chief Noble Wray

Captain Michael J. Smith

Captain Randy Gaber

Lieutenant John Davenport

STRATEGIC PLANNING TEAM MEMBERS

Lieutenant Tony Peterson

Lieutenant Joe Balles

Lieutenant Stephanie Bradley Wilson

Detective Sarah Petzold

Detective Michelle Riesterer

Investigator Amy Schwartz

Officer Jamie Grann

Administrative Assistant Sharon Kittle (Retired)

MADISON POLICE DEPARTMENT STRATEGIC PLANNING CONFERENCE ATTENDEES AND PARTICIPANTS

COMMUNITY POLICING

Team Leader: Officer Denise Markham

Facilitator: Captain Cheri Maples

Recorder: Police Report Typist Nancy Wild

Herman Goldstein
 Professor Emeritus
 UW-Madison Law School

Pete Gapinski
 Probation & Parole Agent
 Wisconsin Department of Corrections

Helene Nelson
 Director of Policy & Program Improvement
 Dane County Executive's Office

Lucia Nunez
 Director
 Centro Hispano

Becky Westerfield
 Executive Director
 Rape Crisis Center

Nancy Dibenedetto
 Correctional Field Supervisor
 Wisconsin Department of Corrections

Charles Elvord
 Crossing Guard
 Madison Police Department

Sharyl Kato-Nilson
 Director
 Rainbow Project

Mary Lauby
 Executive Director
 Wisconsin Coalition Against Domestic
 Violence

Sergeant Ron Webster
 West Police District
 Madison Police Department

Alder Mike Veeveer
 District 3
 Madison Common Council

Officer Karen Krahn
 Central Police District
 Madison Police Department

Nancy Gustaf
 Director of Deferred Prosecution
 Program
 Dane County District Attorney

Jessica Gilkison
 Training Coordinator
 Domestic Abuse Intervention
 Services

Connie Bettin
 Director of In-Home Services
 Family Services

Officer Dorothy Rietzler
 Task Force
 Madison Police Department

Paul Van Rooy
 Co-Chair
 Northside Planning Council

Deborah Reilly
 Attorney
 UW-Madison Law School

Dave Schultz
 Associate Dean/Professor of Law
 UW-Madison

Jack Cipperly
 Assistant Dean Emeritus
 UW-Madison

HEALTH & WELLNESS

Team Leader: **Detective Sara Petzold**
Facilitator: **Lt. Stephanie Bradley Wilson**
Recorder: **Police Report Typist Erin Stenson**

Alder Linda Bellman
District 1
Madison Common Council

Angie Turner
Health Education Coordinator
St. Marys Hospital Medical Center

Ray Galvin (Retired)
Training & Standards
Wisconsin Department of Justice

Investigator Meredyth Thompson
Identification Lab
Madison Police Department

Sandy Erickson, Director
Planning and Community Building
United Way of Dane County

Investigator Mark Larson
Identification Lab
Madison Police Department

Dave Bertsch
Corporate Business Recovery Director
American Family Insurance

Detective Shari Twing
Central Police District
Madison Police Department

Susan Fox
Environmental Analyst
Wisconsin Dept. of Transportation

Officer Denise Baylis
Central Police District
Madison Police Department

Tom Mosgaller, Organizational
Training & Development
City of Madison Human Resources

Guy Vanrensselaer
Training & Development
City of Madison Human Resources

Dr. Terry Thomas
Pastor
Mt. Zion Baptist Church

LEADERSHIP

Team Leader: Captain Luis Yudice
Facilitator: Investigator Pia Kinney James
Recorder: Police Report Typist Virginia Okeson

Fire Chief Debra Amesqua
Madison Fire Department

Captain Dale Burke
UW-Madison Police Department

Stephen Blue, Director
Neighborhood Intervention Program
Dane County Human Services

Juan Jose Lopez
Madison Metropolitan School District
Executive Director
Briarpatch, Inc.

Joe Sensenbrenner
President (& former Madison Mayor)
Sensenbrenner & Associates, Inc.

Anthony Davis
Landlord
Lake Point Drive

Sergeant Kristen Roman
Community Services Coordinator
Madison Police Department

Sergeant Chris Paulson
South Police District
Madison Police Department

Detective Ann Turner
Central Police District
Madison Police Department

Officer Deb Plantz
West Police District
Madison Police Department

Officer Matt Schroedl
North Police District
Madison Police Department

Officer Kim Woodly
South Police District
Madison Police Department

Sergeant Chuck Weiss
East Police District
Madison Police Department

MARKETING

Team Leader: Sergeant Tom Snyder
Facilitator: Lieutenant Wayne Strong
Recorder: Admin. Clerk I Sharon Smith

Mayor Susan J.M. Bauman
City of Madison

Delmar Riesterer
Owner
Riesterer & Schnell

Alder Cindy Thomas
District 7
Madison Common Council

Mark Eisen
Editor
Isthmus

Jason Shepard
Journalist
The Capital Times

Sergeant Pete Schmidt
Central Police District
Madison Police Department

Detective Samantha Kellogg
Central Police District
Madison Police Department

Ruth Ann Schoer
Vice-Chair, Dane County Board
The Schoer Company

Detective Michelle Riesterer
East Police District
Madison Police Department

Ed Clarke
Vice President for Instruction
Madison Area Technical College

Todd Van Fossen
Director of Governmental Relations
Meriter Health Services

Officer Rhonda Hennessey
Central Police District
Madison Police Department

PROBLEM RESPONSE

Team Leader: Lieutenant Mary Schauf
Facilitator: Lieutenant Bill Housley
Recorder: Police Report Typist Connie Marr

Judge Diane Nicks
Branch 5
Dane County Circuit Court

Rodney D. Tapp, Sr.
Vice President
Meridian Group, Inc.

Diane Nachtigal
Account Tech II
Madison Police Department

Dan Nevers
Student Services Coordinator
UW-Madison

Officer Stacey Vilas
Traffic Enforcement & Safety Team
Madison Police Department

Fritz Miller
Deputy Public Defender

Carolyn Evanstad
Co-Director
Wil-Mar Neighborhood Center

Officer John Patterson
Traffic Enforcement & Safety Team
Madison Police Department

Linda Grubb
Director
City of Madison Building Inspection

Officer Laura Walker
East Police District
Madison Police Department

Linda Hoskins
Broadway/Lake Point Neighborhood
Association

Officer Jamie Grann
East Police District
Madison Police Department

Jack Ladinsky, PhD
Professor Emeritus
UW-Madison

Melanie McIntosh
Supervisor
Dane County Agency of Aging

John Olson (Retired)
Security Coordinator
Madison Metropolitan School District

Yolanda Garza
Assistant Dean of Students
UW-Madison

TECHNOLOGY

Team Leader: Captain Chuck Cole
Facilitators: Captain Mike Smith
Lieutenant Joe Balles
Recorder: Police Report Typist Melody Ketchum

Bob Bangs
Account Executive
Dictaphone Corporation

Mark Dvorak
Vice President
New World Systems

Officer Mike Brennan
South Police District
Madison Police Department

Carlo Esqueda
Information Systems Coordinator
Madison Police Department

Dick Grasmick
Network Manager
City of Madison Information Services

Detective Lauri Schwartz
Central Police District
Madison Police Department

Jimmy D. Patty
Director
Dane County Public Safety
Communications

Dory Owen
Consultant – Computer Programmer
Owen Technology Consultants, Inc.

Officer Jim Morovic
Safety Education
Madison Police Department

Al Schwoegler
Radio Communications
City of Madison Transportation Dept.

Larry Singer
Systems Administrator
Dane County Information Management

Rich Beadles
Network Administrator
City of Madison Information Services

Sharon Kauffeld
Development Manager
City of Madison Information Services

Gerry Coleman
Director of Technology
Crime Information Bureau
State of Wisconsin Dept. of Justice

Lieutenant Dick Bach
East Police District
Madison Police Department

Prof. Randall Dunham, PhD
School of Business
UW-Madison

Officer Larry Kamholz
Traffic Enforcement & Safety Team
Madison Police Department

<p style="text-align: center;">MADISON POLICE DEPARTMENT STRATEGIC PLAN OUTCOME GROUP PARTICIPANTS</p>

LEADERSHIP

Team Leaders: Captain Luis Yudice
Captain Cheri Maples
Lieutenant John Davenport

Group Members: Sergeant Kristen Roman
Sergeant Chris Paulson
Detective Ann Turner
Investigator Pia Kinney James
Officer Deb Plantz
Officer Matt Schroedl
Officer Kim Woodly
Police Report Typist Virginia Okeson
Milt McPike, Principal, East High School
Juan Jose Lopez, Madison Metropolitan School District &
Briarpatch, Inc.
Deb Reilly, Clinical Supervisor, Neighborhood Law Project.

COMMUNITY POLICING

Team Leaders: Captain Mike Masterson
Captain Ellen Schwartz

Group Members: Sergeant Tim Peregoy
Sergeant Ron Webster
Detective Alix Olson
Officer Denise Markham
Police Report Typist Connie Marr
Alderman Matt Sloan
Bruce Dahmen, Asst. Principal, Memorial High School
Nancy Dibenedetto, Probation & Parole
Lucia Nunez, Centro Hispano, Inc.

PROBLEM RESPONSE

Team Leaders: Captain Randy Gaber
Lieutenant Tony Peterson

Group Members: Lieutenant Mary Schauf
Detective Rosa Aguilu
Officer Jane Lombardo
Officer Jason Freedman
Officer Paige Valenta
Dan Nevers, UW-Madison
Rodney Tapp, Vice President, Meridian Corporation

TECHNOLOGY

Team Leaders: Captain George Silverwood Group Members:
Adm. Analyst Dolores McIntosh
Lieutenant Joe Balles

Information Systems Technology

Carlo Esqueda, Information Systems Coordinator
Captain Cheri Maples, Training Team
Sergeant Sue Williams, Criminal Intelligence Section
Detective Ron LaFrancois, Court Services
Detective Cindy Murphy
Officer Mark Allen
Marv Klang, Dane County Information Management
Mike Simle, City of Madison Information Services
Sergeant Gene Sydnor, Dane County Sheriff's Department
Sharon Kauffeld, City of Madison Information Services

Mobile Communications Technology

Sergeant Eric Tripke, Automated Systems Unit
Lieutenant Richard Rinehart (retired)
Sergeant Chuck Weiss
Officer Anthony Fiore
Officer Michael Brennan
Parking Enforcement Officer Clinton Price
Sergeant Gene Sydnor, Dane County Sheriff's Department
Rich Beadles, City of Madison Information Services
Captain Joe Norwick, Dane County Sheriff's Department
MPD Intern Josh Morgan

Forensic Technology

Sergeant Jim Wheeler, Identification Lab
Investigator Daniel Roman
Investigator Meredyth Thompson
Investigator Chris Brown
Detective Lauri Schwartz
Officer Brian Sheehy

Weaponry & Training Technology

Sergeant Sherrie Strand
Officer Jen Krueger
Officer Tim Strassman
Officer Ray Hessefort
Officer Gregg Luedtke
Officer Shawn Engel

MARKETING

Team Leaders: Captain Charles Cole
Sergeant Peter Schmidt

Group Members: Detective Samantha Kellogg
Alder Cindy Thomas
Jason Shepard, The Capital Times
Todd VanFossen, Meriter Health Services
Jen Mundt, Lindsay, Stone & Briggs Marketing Firm
Sharyn Wisniewski, Dane County Executive's Office

HEALTH & WELLNESS

Team Leaders: Captain Jeff LaMar
Lt. Stephanie Bradley Wilson

Group Members: Sergeant Dan Olivas
Investigator Meredyth Thompson
Officer Kim Woodly
Police Report Typist Erin Stenson
Sandy Kohn, City Human Resources EAP Coordinator
Susan Fox, State of Wisconsin Department of Transportation

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
LEADERSHIP**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I DEVELOP LEADERSHIP ETHICS: It is the expectation of the Madison Police Department that all members of the organization are held to a high ethical standard in their personal and professional lives.				
A. Define consistent leadership ethics and desired organizational norms.	Captain Maples			2001 In-Service
1- Encourage employees to address minor conflicts they have with the person with whom they have the conflict or to somebody who can do something about the conflict.				2001 In-Service
2- Promote an organizational atmosphere in which employees are discouraged from spreading information, or criticizing or condemning things of which they are not sure.				2001 In-Service
3- Define confidentiality expectations for supervisors and managers.				2001 In-Service
B. Develop training related to the defined ethics and norms.	Captain Maples			2001 In-Service
C. Develop guidelines that address subordinate / supervisor relationship/nepotism issues in the workplace.	Captain Yudice			2001 In-Service
D. Review promotional process eligibility with regards to whether or not the employee has experienced:	Captain Maples			2001 In-Service
1- Work rules during past year;				
2- Discipline during past year, on or off duty;				
3- Excessive use of unexcused absences.				
II. DEVELOP A DEPARTMENT SANCTIONED LEADERSHIP STYLE: Reaffirm and operationalize the Guiding Principles of Quality as the Department's sanctioned leadership style.				
A. Enhance supervisory role of Management Team.	Captain Yudice			Q1 2001
1- Address issues/problems as they are identified.				
2- Encourage leaders to be decision-makers and take responsibility for those decisions.				
3- Develop training techniques for motivating employees.				

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
LEADERSHIP (continued)**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
B. Improve the facilitation skills of all supervisors.	Captain Yudice			2001 – 2003
1- Train / expose leaders on access and use of resources.				
2- Provide training to improve organizational / supervisory skills.				
C. Enhance the coaching skills of all supervisors.	Captain Yudice			2001 – 2003
1- Train leaders to be supportive of employees, the community, and the organization.				
2- Train all supervisors to recognize the strengths and weaknesses of employees and how to respond accordingly.				
3- Assist leaders in developing good communication skills (e.g., listening, interpersonal, and written).				
D. Train leaders to focus on improving systems and processes (e.g., reporting, promotional, scheduling, and technological).	Captain Yudice			2001 – 2003
1- Systems and process improvements should support mission, operations and relationships with other service providers and community groups.				
2- Systems and process improvements should have a customer orientation and focus.				
3- Leaders should be committed to the problem solving process.				
4- Leaders should be trained in data-based decision-making.				
E. Leaders need to believe in, and support teamwork within the organization, and partnerships within the community.	Captain Yudice			2001 - 2003
1- Train leaders to work with team members to develop goals and plans to achieve them.				
2- Train leaders to be receptive and considerate of feedback prior to making key decisions.				

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
LEADERSHIP (continued)**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
III. DEVELOP LEADERSHIP SKILLS: Provide leadership training for leaders in the organization.				
A. Develop rank specific training to improve technical, tactical, personnel, and community policing skills.	Captain Maples			2001 – 2003
1- Develop a field training program for Investigators, Detectives, and Sergeants.				
2- Develop managerial training toward improving budget and technological skills.				
B. Provide training for development of interpersonal skills.	Captain Maples			2001 – 2003
1- Leaders must be able to provide/receive feedback and provide constructive criticism.				
2- Leaders and employees need to be objective, and not personalize constructive criticism.				
3- Train leaders to treat employees and citizens with respect.				
4- Improve leaders' and employees' mediation and negotiation skills.				
5- Train leaders and employees to develop their coaching skills.				
C. Encourage on-going training on topics to include:	Captain Maples			2001 –2003
1- Managing difficult employees.				
2- Training on the adult learning process.				

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
LEADERSHIP (continued)**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
IV. LEADERS MUST VALUE AND RESPECT DIVERSITY: To identify and develop leaders that promote and support diversity.				
A. Ensure that leaders are advocates of diversity and responsive to all elements of our community.	Captain Maples			2001 – 2002
B. Leaders should reflect the make-up of our community.	Captain Maples			2001 – 2002
C. Leaders should be culturally competent, and capable of addressing issues of diversity in the work place. Leaders should be able to promote frank and open discussions of difficult issues surrounding diversity.	Captain Maples			2001 – 2002
1- Educate leaders about race and class issues confronting the law enforcement profession.				
2- Train leaders to have a working knowledge of the cultural differences and practices within minority sub-cultures in our community.				
D. Clarify role of the Officer In Charge with respect to:	Captain LaMar			Q2 2001
1- Maintaining consistent supervisory parameters and expectations among Sergeants and Officers.				
2- Citywide systems improvements in procedures, reports, etc....				

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
COMMUNITY POLICING: Involving the Community**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. TO IMPROVE COMMUNITY ACCESS TO THE MADISON POLICE DEPARTMENT.				
A. Improve public access to neighborhood officers and district stations. Sponsor monthly "open houses" with various prevention themes, i.e. protective behavior, children with AODA issues, etc. to educate public.	District Captains			Q3 2001
B. Educate our "first contact" civilian staff on department services, i.e. self reporting system, rental background checks, obtaining an accident report, etc.	Captain Smith			Q2 2001
II. TO IMPROVE THE DEPARTMENT'S ABILITY TO RECEIVE AND PROCESS INFORMATION FROM CITIZENS ON ISSUES WHICH ARE IMPORTANT TO THE COMMUNITY.				
A. Schedule annual district meetings with alders, neighborhood and business representatives to identify district and neighborhood priorities (congress of neighborhoods).	District Captains			Q3 2001
III. TO STRENGTHEN THE PHILOSOPHY OF NEIGHBORHOOD POLICING.				
A. Identify criteria for establishing new or maintaining current neighborhood officer assignments. (This effort is critical so the department can better evaluate use of personnel resources and meet needs of City's Neighborhood Resource Team model).	Captain Masterson			Q4 2001

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
COMMUNITY POLICING: Service Orientation**

Goals/Objectives	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. PROVIDE A LEVEL OF SERVICE WHICH MEETS OR EXCEEDS EXPECTATIONS OF THOSE WHO DEPEND UPON OUR WORK.				
A. Consider using a specially trained RSVP volunteer to make follow-up telephone calls to victims of unassigned cases providing information on their case status and informing them as to what happens with their case.	Captain Masterson			Q4 2001
II. ROUTINELY COMMUNICATE WITH CITIZENS.				
A. Encourage district commanders to establish ways to routinely share information on events and activities with people who live and work in their districts.	District Captains			Q3 2001
III. BROADEN THE CONCEPT OF COMMUNITY POLICING CITYWIDE.				
A. Assign neighborhood liaison responsibilities to patrol officers to work with designated representatives in identifying problems and sharing information.	District Captains			Q3 2001

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
PROBLEM RESPONSE**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. RE-DEFINE "CRIME PREVENTION/CIS" ROLE IN MPD				
A. Select and train one officer from each district to serve as formal crime prevention liaisons.	Captain Yudice			Q4 2001
B. Assign full-time Crime Prevention/CIS Officer to each district.	Captain Yudice			2002
1- Train CIS Sergeant to serve as coordinator.				
II. ENHANCE SOLVING OF CRIMES.				
A. Increase Detective staffing by 2 to meet national averages.	Captain Yudice	\$ 49,041	Supplemental/Approved no new funds allocated.	Q1 2001
B. Improve cross district communication through newly created district CIS/CP officers.	Captain Yudice			2002
III. IMPROVE DEPARTMENT PROBLEM-SOLVING EFFORTS.				
A. Develop committee to review problem solving efforts and make recommendations for consistency, implementation and overall improvement.	Captain Gaber (Lieutenant Schauf)			Q1 2001
IV. ASSESSMENT OF MPD CALL RESPONSE.				
A. Create "Call Review Committee" to review and assess CFS (Calls for Service) response and develop alternative, non-patrol, responses when possible.	Captain Masterson (Lieutenant Smithson)			Q4 2001
1- Increase use of MDT (Mobile Data Terminal) for report narrative on NR's (Computer Reports).				
2- Utilize cell phones by patrol officers to handle some calls.				
3- Improve call diversion/self report system so as to be more appealing to the public.				
4- Develop a department phone tree to help public navigate MPD bureaucracy.		\$ 1,250		2002
5- Assess how problem solving and crime prevention positively impacts CFS (Calls for Service) reductions.				

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
TASK FORCE ON RACE RELATION INITIATIVES**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. IMMEDIATE/SHORT-TERM INITIATIVES.				
A. Revise brochures regarding the complaint process to be more user-friendly, to provide information on other police services, etc.	Assistant Chief Wray		COMPLETED	2000
B. Provide all police officers with business cards identifying them by badge number and supervisory district at city cost.	Assistant Chief Cowan	\$ 4,500	COMPLETED	2000
C. Involve an array of community organizations to collaborate and jointly present an ongoing series of community education forums designed to inform the public of police procedures, and to communicate what is expected from both citizens and police during a traffic, or similar on-street stop or contact.	Assistant Chief Wray & Captain Masterson	\$ 3,000	Block Grant/Approved	Q2 2001
D. Officially designate the OIC as the receiver of complaints and announce this to the public. Prominently display the phone number of the OIC and the Office of Professional Standards in the revised brochure and in the telephone listings for the department.	Lieutenant Schauf		COMPLETED	2000
E. Provide the Office of Professional Standards with voice mail capacity during off hours directing citizens to the OIC, or instructing them to call back during business hours.	Lieutenant Schauf		COMPLETED	2000
F. Pilot the use of in-car video cameras/equipment.	Captain Silverwood		COMPLETED	1999
G. Plan with the Public Safety Review Board a series of focus groups (internal and external) aimed at identifying opportunities to improve police practices and training, and neighborhood access and citizen communication.	Assistant Chief Wray			Q2 2001
H. Re-evaluate and implement an annual in-service training block/module aimed at diversity/sensitivity/cultural communications, and assure citizens that all police personnel would cycle through the course at least once every three years.	Captain Maples		COMPLETED	2000

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
TASK FORCE ON RACE RELATION INITIATIVES (continued)**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
II. LONG-TERM INITIATIVES				
A. Develop the capacity to record, store, analyze, and report traffic stop data.	Captain Smith	\$ 1,760	COMPLETED	Q1 2001
B. Incorporate annual traffic stop data into the department's annual report.	Adm. Assistant to Chief Williams			Q4 2001
C. Assess the feasibility for implementing a public relations strategy that links the department to the public in a variety of ways including enforcement issues, staffing, community service, officer commendations, agency collaborations, and other public information of interest and concern to citizens and organizations across the community.	Assistant Chief Wray			2002
D. Create the "role" of ombudsman and assign the responsibility to staff who report to the Chief or Assistant Chiefs.	Assistant Chief Wray			Q3 2001
E. Review, revise (if necessary), and assure that the complaint process is simply described, understandable and logical to anyone who might be considering taking advantage of its existence.	Lieutenant Schauf		COMPLETED	2000
F. Consider the creation of an informal process of dispute resolution that would suspend the formal process while such a resolution is under way, but always having the formal process available.	Lieutenant Schauf		COMPLETED	2001
G. Define the roles and identify the person responsible for each stage of the process; provide for an independent review of this last stage.	Lieutenant Schauf		COMPLETED	2001
H. Within 60 days of the adoption of the report of the Task Force on Race Relations, the Madison Police Department is to prepare a work plan for implementation of the recommendations.	Assistant Chief Cowan		COMPLETED	1999

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
MARKETING**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. NEWS MEDIA RELATIONS				
A. Develop and implement a new policy on media relations.	Captain Cole		COMPLETED	2000
B. Train personnel on new policy and media access to reports.	Captain Cole		COMPLETED	2000
II. MEETING WITH NEIGHBORHOOD				
A. Conduct at least one annual meeting with each Neighborhood Association.	District Captains			Q3 2001
III. MEETING WITH SCHOOL ADMINISTRATION				
A. Conduct at least two meetings per year with the School Administration in each District	District Captains			Q2 & Q4 2001
IV. SURVEY				
A. Conduct a citizen survey to measure the marketing needs of MPD	Captain Cole	\$10,000		2002
V. RECRUITING OFFICER				
A. Assign an Officer full-time to Training for recruiting	Captain Maples		COMPLETED	Q1 2001

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
HEALTH & WELLNESS**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. NEEDS ASSESSMENT				
A. Conduct a needs assessment.	Captain LaMar			Q1 2001
II. HEALTH & WELLNESS COORDINATOR				
A. Develop a Health & Wellness Support System.	Captain Maples			Q4 2001
III. PROMOTE PHYSICAL FITNESS				
A. Purchase of additional exercise equipment.	Captain Maples			
1. Purchase treadmill, leg extensions, misc.	Captain Maples	\$ 5,500	Fixed Asset/Approved	Q1 2001
2. Purchase gym equipment	Captain Maples	\$ 6,193	Capital/Approved	Q1 2001
B. Research & distribute information to employees on private health club memberships.	Captain Maples			Q3 2001
IV. CHAPLAIN SERVICES				
A. Establish a chaplain service for employees.	Captain LaMar			Q4 2001
V. ORGANIZATIONAL SUPPORT				
A. Institutionalize the concept by training on ways we can champion employee wellness.	Captain Maples			2002
B. Identify a Critical Incident Coordinator to organize critical incident analysis and debriefings.	Captain LaMar			Q2 2001
C. Develop a reliable system for receiving & posting information for all areas of department about Health & Wellness activities.	Captain LaMar			Q2 2001
VI. COMMUNITY WELLNESS INITIATIVES				
A. Acquire five portable defibrillators for patrol squads.	Captain Maples	\$ 16,000	COMPLETED	Q1 2001
B. Acquire five portable defibrillators; one for each district.	Captain LaMar	\$ 16,000		2002

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
INFORMATION SYSTEMS TECHNOLOGY**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. NEW WORLD SYSTEM ENHANCEMENTS AND NEW MODULES				
A. Develop New World screens for streamlining the property room intake process (bar coding).	Captain Smith	\$25,000	Capital/Approved	Q3 2001
B. Install Graphical User Interface (GUI) software on PC's to give a browser look and feel to New World applications.	Captain Smith	\$40,000	Capital/Approved	Q2 2001
C. Install and develop photo/optical imaging module.	Captain Smith	\$43,500	Capital/Approved	Q2 2001
1. Acquire High Speed Digital Image Scanner	Captain Smith	\$ 2,568	Fixed Asset/Approved	Q2 2001
D. Explore purchase of data analysis & mapping software.	Captain Smith	\$30,800	Capital/Request	2002
E. Get "Suspension Satisfaction" process working for parking ticket module.	Captain Smith	\$ 4,000	Capital/Approved (Information Services)	Q3 2001
F. Acquire Property Intake Equipment (PCs , barcode printers, & scanner).	Captain Smith	\$13,200	Block Grant/Approved	Q2 2001
G. Create a list on monthly/weekly/daily adhoc reports to run off job scheduler.	Captain Smith			Q1 2001
H. New World 2001 Modifications	Captain Smith	\$ 40,000	Capital/Approved (Information Services)	Q3 2001
I. On-Line Wants & Warrants Module	Captain Smith	\$ 9,500	COMPLETED	Q1 2001
J. AS/400 Disk Upgrade	Captain Smith	\$15,300	COMPLETED (Information Services)	Q1 2001
II. ELECTRONIC TICKET WRITER PROJECT				
A. Fall 2000 implementation	Captain Silverwood	\$150,000	COMPLETED	Q4 2000
B. Develop line item in operating budget for annual electronic ticket writer recurring expenses, and plans to replace electronic ticket writers in future fixed asset budget requests.	Captain Silverwood	\$43,200	Operating/Request (Information Services)	Q2 2001

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
MOBILE COMMUNICATIONS TECHNOLOGY**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. DEVELOP PLANS FOR MDT-LAP TOP UPGRADE.				
A. Replacement of CF-41 Panasonic lap tops.	Captain Smith	\$19,200	Capital/Approved (Information Services)	Q2 2001
B. Upgrade of TX Messenger software	Captain Smith	\$4,400	Capital/Approved	Q2 2001
II. REPLACEMENT OF EXISTING SQUAD MDT'S WITH LAP TOPS				
A. Information Services capital budget request of \$220,000 in 2002 I.S. budget and \$316,000 in 2003 I.S. budget.	Captain Smith	\$220,000 (2002) \$316,000 (2003)	Long Range Plan (Information Services)	2002-2003
B. Re-allocation of MDT's to 17 parking enforcement vehicles	Captain Smith	\$ 11,050		2003
III. "FIELD REPORTING" OPTIONS VIA LAP TOPS				
A. Review and evaluate "Field Reporting" options available via lap top computers from squad cars.	Captain Smith			Q4 2001
IV. RADIO SYSTEM 800 TRUNKING PROJECT				
A. Status update meetings w/ Radio Shop personnel	Captain Smith			2001-2002
B. Develop training plans for Spring 2002 implementation	Captain Smith			2002
C. Radio system infrastructure replacement	Captain Smith	\$1,138,000	Capital/Approved	Q3 2001
D. Full replacement of all portable and mobile radios	Captain Smith	\$1,760,000	Long Range Plan	2002
V. OTHER MOBILE EQUIPMENT UPGRADES				
A. Eyewitness In-Car Videos (5) for DCNGTF	Captain Yudice	\$21,000	Capital/Approved	Q2 2001
B. Radar Units (20 with KA band antennas)	Captain LaMar	\$68,000	Capital/Approved	Q2 2001
C. Radar units for balance of marked fleet	Captain LaMar	\$146,000	Long Range Plan	2002-2003
D. Eye-witness In-Car Video for entire marked fleet	Captain Smith	\$279,000	Long Range Plan	2002-2004

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
TRAINING & WEAPONRY TECHNOLOGY**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. IMPLEMENT SHORT-TERM TRAINING CONSIDERATIONS.				
A. Simunition training (phase I)	Captain Maples		COMPLETED	2000
B. Review further simunition training.	Captain Maples			Q2 2001
C. Creation of a Resource Center for training with 24 hour availability.	Captain Maples			2002
II. DEVELOP PLANS FOR LONG-TERM TRAINING CONSIDERATIONS.				
A. Research possibility of purchasing a driving simulator.	Captain Maples			2002
III. IMPLEMENT SHORT-TERM WEAPONRY CONSIDERATIONS.				
A. Identification and purchase of more less lethal use of force options.	Captain Maples			Q2 2001
B. Upgrade officer equipment by expanding the list of items approved for purchase under the officer uniform account.	Captain Maples		COMPLETED	2000
C. Restore 2000 increase for range and ammo supplies.	Captain Maples	\$33,200	Supplemental/Request	2002
D. ERT related enhancements:	Captain LaMar			
1. Purchase 2 simunition weapons;		\$1,300	Block Grant/Possibly	2002
2. Purchase 8 NIJ Threat Level 4 RTE Tactical Vests;		\$12,160	Block Grant/Possibly	2002
3. Shotgun improvements;		\$1,350	Block Grant/Possibly	2002
4. Purchase 13 "night sights" for AR15 rifles.		\$936	Block Grant/Possibly	2002
E. SET related enhancements:				
1. Create plan for purchase of crowd control equipment.	Captain Silverwood	\$80,000	Block Grant/Approved	Q1 2001
IV. DEVELOP PLANS FOR LONG-TERM WEAPONRY CONSIDERATIONS.				
A. Road spikes	Captain Silverwood	\$8,928	DOT Grant/Possibly	Q2 2001

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
MAJOR FACILITIES DEVELOPMENT**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. NEW DISTRICT STATIONS				
A. West District Station	Captain Schwartz	\$2,169,450		Q4 2001
1- Land/Design	Captain Schwartz	\$369,450	COMPLETED	2000
2- Construction	Captain Schwartz	\$1,500,000	Capital/Approved	Q1 2001
3- Furnishings	Captain Schwartz	\$300,000	Capital/Approved	Q2 2001
4- Annual recurring costs	Captain Schwartz	\$148,950	Operating/Request	2002
5- Additional maintenance 2001	Captain Schwartz	\$33,700	Operating/Approved	Q4 2001
B. South District Station	Captain Gaber	\$1,713,221		2002
1- Land/Design	Captain Gaber	\$143,021	Capital/Approved	Q1 2001
2- Construction	Captain Gaber	\$1,430,200	Capital/Approved	Q2 2001
3- Furnishings	Captain Gaber	\$140,000	Capital/Approved	Q4 2001
4- Annual recurring costs	Captain Gaber	\$138,500	Operating/Request	2002
C. East District Station	Captain LaMar	\$1,980,875	Long Range Plan	2005
1- Land/Design	Captain LaMar	\$360,400	Long Range Plan	2004
2- Construction	Captain LaMar	\$1,420,475	Long Range Plan	2005
3- Furnishings	Captain LaMar	\$200,000	Long Range Plan	2005
4- Annual recurring costs	Captain LaMar	\$138,500	Long Range Plan	2006
II. OTHER MAJOR FACILITIES DEVELOPMENT				
A. Property Room Expansion	Captain Smith	\$40,000	Capital/Approved	Q2 2001
B. Property and Identification Relocation	Captain Silverwood/Smith	\$500,000	Long Range Plan	2002
C. Reconfiguration of Central Headquarters	Adm. Analyst McIntosh	\$1,000,000	Long Range Plan	2004
D. Emergency Vehicle Operation Course	Captain Maples	\$1,000,000	Long Range Plan	2006

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
STAFFING AND BUDGET SPECIAL INITIATIVES**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. COMMISSIONED PERSONNEL STAFFING INITIATIVES				
A. Increase police officer positions to reach 1.8 per 1,000 residents goal (1 for 2001).	Adm. Analyst McIntosh			
1- One Police Officer	Adm. Analyst McIntosh	\$26,017 (\$16,682)	Supplemental/Approved (COPS More Grant)	Q2 2001
2- Two Police Officers	Adm. Analyst McIntosh	\$86,000		2002
B. Increase Detective positions to equal 15.4% of commissioned officer strength (two per year through 2004).	Adm. Analyst McIntosh			2004
1- One Detective (actual request was two)	Adm. Analyst McIntosh	\$49,041	Supplemental/Approved no new funds allocated	Q2 2001
2- Two Detectives	Adm. Analyst McIntosh	\$50,000		2002
C. Increase Investigator positions	Captain Silverwood			2002
II. CIVILIAN PERSONNEL STAFFING INITIATIVE				
A. Increase civilian positions to reach .41 per 1,000 resident goal (four per year through 2004).	Adm. Analyst McIntosh		Long Range Plan	2004
1- Police Report Typist for West District	Adm. Analyst McIntosh	\$34,044	Supplemental/Approved	Q1 2001
2- Reclassification of Police Information System Coordinator (from I to II)	Captain Smith	\$6,398	COMPLETED	Q1 2001
3- Reclassify parking enforcement officer to lead worker.	Captain Silverwood	\$2,430	COMPLETED	Q1 2001
4- Convert two hourly parking enforcement officers to full time status.	Captain Silverwood	\$46,921	Supplemental/Approved General Fund Revenues	Q1 2001
5- Create civilian police report "data entry" supervisor position (allowing ASU Sergeant to be reassigned).	Adm. Analyst McIntosh	\$19,460 (\$26,735)	Supplemental/Approved No new funds allocated (COPS More Grant)	Q2 2001
6- Create position of Civilian Lab Technician.	Captain Silverwood	\$16,602 (\$26,725)	Supplemental/Approved No new funds allocated (COPS More Grant)	Q3 2001

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
STAFFING AND BUDGET SPECIAL INITIATIVES (continued)**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
II. Video monitoring system for detectives	Captain Yudice	\$3,000	Block Grant/Possibly	2002
JJ. NIJ Threat Level 4 RTE Tactical Vests (8)	Captain LaMar	\$12,160	Block Grant/Possibly	2002
KK. Walk About Express Dictation Units, memory cards, etc.	Captain Smith	\$7,250	Block Grant/Possibly	2002
LL. Digital "camcorder"	Captain Silverwood	\$3,000	Block Grant/Possibly	2002
MM. 645-N Pentax camera and component	Captain Silverwood	\$3,400	Block Grant/Possibly	2002
NN. Simunition weapons for ERT	Captain LaMar	\$1,300	Block Grant/Possibly	2002
OO. Shotgun improvements for ERT	Captain LaMar	\$1,350	Block Grant/Possibly	2002
PP. Night sights for AR15 rifles for ERT	Captain LaMar	\$936	Block Grant/Possibly	2002
QQ. Patrol/Intoxilyzer/Interview Room Video Monitoring	Adm. Analyst McIntosh	\$6,000	Block Grant/Possibly	2002
RR. Restore funding for maintenance agreement on copiers.	Adm. Analyst McIntosh	\$7,250	Supplemental/Request	2002
SS. Matching funds for Block Grant 2001	Adm. Analyst McIntosh	\$19,200	Supplemental/Request	2002
TT. Restore 2000 increase for range and ammo supplies	Captain Maples	\$33,200	Supplemental/Request	2002
UU. Dictaphone Maintenance Contract	Captain Smith	\$18,165	Supplemental/Request	2002
VV. Investigative Fund Increase	Captain Yudice	\$5,000	Supplemental/Request	2002
WW. Full replacement of all portable and mobile radios	Captain Smith	\$1,760,000	Long Range Plan	2002
XX. Purchase two additional squads.	Adm. Analyst McIntosh	\$70,710	Supplemental/Request	2002
YY. Safety Education Program initiatives	Adm. Analyst McIntosh	\$42,078	Supplemental/Request	2002
ZZ. New World Data Analysis & Mapping Software	Captain Smith	\$30,800	Fixed Asset/Request	2002
AB. Card Access Replacement – North District	Captain Masterson	\$9,700	Capital/Request	2002
AC. Property Room Shelving	Captain Smith	\$75,000	Capital/Request	2002
AD. Finger Print Comparison Software (AFIX)	Captain Silverwood	\$30,000	Capital/Request	2002

**MADISON POLICE DEPARTMENT STRATEGIC PLAN
STAFFING AND BUDGET SPECIAL INITIATIVES (continued)**

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
AE. Lap tops to replace MDT's	Captain Smith	\$220,000 (2002) \$316,000 (2003)	Capital/Request (Information Services)	2002-2003
AF. Upgrade video briefing system upon addition of East District.	Captain LaMar	\$6,000	Long Range Plan	2005
AG. Eye-witness In-Car Video for entire marked fleet	Captain Smith	\$279,000	Long Range Plan	2002-2004
AH. Re-allocation of MDT's to 17 parking enforcement vehicles	Captain Smith	\$11,050	Long Range Plan	2003
AI. Radar units for balance of marked fleet	Captain LaMar	\$146,000	Long Range Plan	2002-2003

STRATEGIC PLANNING DOCUMENT



**NOBLE WRAY
ACTING CHIEF OF POLICE**



Madison Police Department

City-County Building
211 S. Carroll Street
Madison, Wisconsin 53703
PH: 608 266 4022
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TO: Mayor David J. Cieslewicz
FROM: Noble Wray, Chief of Police
SUBJECT: Strategic Planning Document

DATE:

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Madison Police Operating Philosophy

*We, the members of the Madison Police Department,
are guided by the highest ethical standards.*

*We provide the highest quality of personalized services to all who live, work, visit, learn, and
recreate in our City.*

*We do this by empowering employees who build partnerships with the community and other
service providers to prevent and solve crime,
lessen fear, and reduce neighborhood problems.*

*We are committed to enhancing our community's safety and quality of life through continuous
improvement of our work.*

*We are a community-oriented police department
as defined by the people we serve.*

*We believe in the dignity of all people and respect individual
and constitutional rights in fulfilling this mission.*

Mission Statement

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

Values of Trust-Based Policing

Trust Challenges

We must recognize that trust-gaps exist within some of the communities we serve. It is our responsibility to participate in a dialog that promotes collaborative relationship building to close those trust-gaps.

Ethical Behavior

We understand that public trust is the foundation of our profession. We further recognize that it is our responsibility to uphold the laws and ensure that justice is served. We are committed to being consistently fair in the execution of these duties, while maintaining the highest standards of integrity and honesty.

Problem Solving and Quality Focus

We must assure that our commitment to quality and continuous improvement shows through the service that we provide to the community. This will be accomplished through collaborative problem-solving models, and continuous evaluation of internal work systems.

Citizen Involvement

We believe all members of our community are responsible for public safety. We strive to educate our community about our capabilities and limitations, while empowering them to have a voice in public safety solutions. **It is a community expectation that we hold people accountable for their criminal behavior.**

Leadership

We believe in a situational leadership model that is flexible and responsive. The focus is on employee engagement, balancing task and relationship needs, that provides structured leadership behaviors that are supportive to employees. We view all our employees as leaders.

Employee

We believe that each employee offers a valuable contribution to our department. We also recognize that it is the diversity of our workforce that provides the foundation for success. It is the goal of the department to empower all employees to carry out the mission of the Madison Police Department.

Strategic Planning Team Core Group

Chief Noble Wray

Assistant Chief

Captain

Captain

Lieutenant

Strategic Planning Team Members

Lieutenant Tony Peterson

Lieutenant Joe Balles

Lieutenant Stephanie Bradley Wilson

Detective Sarah Petzold

Detective Michelle Riesterer

Sergeant Amy Schwartz

Officer Jamie Grann

Administrative Assistant Sharon Kittle (Retired)

Madison Police Department Strategic Planning Conference Attendees and Participants

Community Policing

Team Leader: Officer Denise Markham

Facilitator: Captain Cheri Maples

Recorder: Police Report Typist Nancy Wild

Herman Goldstein
Professor Emeritus
UW-Madison Law School

Sharyl Kato-Nilson
Director
Rainbow Project

Connie Bettin
Director of In-Home Services
Family Services

Pete Gapinski
Probation & Parole Agent
Wisconsin Department of Corrections

Mary Lauby
Executive Director
Wisconsin Coalition Against Domestic
Violence

Officer Dorothy Rietzler
Task Force
Madison Police Department

Helene Nelson
Director of Policy & Program Improvement
Dane County Executive's Office

Sergeant Ron Webster
West Police District
Madison Police Department

Paul Van Rooy
Co-Chair
Northside Planning Council

Lucia Nunez
Director
Centro Hispano

Alder Mike Verveer
District 3
Madison Common Council

Deborah Reilly
Attorney
UW-Madison Law School

Becky Westerfield
Executive Director
Rape Crisis Center

Officer Karen Krahn
Central Police District
Madison Police Department

Dave Schultz
Associate Dean/Professor of Law
UW-Madison

Nancy Dibenedetto
Correctional Field Supervisor
Wisconsin Department of Corrections

Nancy Gustaf
Director of Deferred Prosecution Program
Dane County District Attorney

Jack Cipperly
Assistant Dean Emeritus
UW-Madison

Charles Elvord
Crossing Guard
Madison Police Department

Jessica Gilkison
Training Coordinator
Domestic Abuse Intervention Services

Health & Wellness

Team Leader: Detective Sara Petzold

Facilitator: Lt. Stephanie Bradley Wilson

Recorder: Police Report Typist Erin Stenson

Alder Linda Bellman
District 1
Madison Common Council

Tom Mosgaller, Organizational Training &
Development
City of Madison Human Resources

Detective Shari Twing
Central Police District
Madison Police Department

Ray Galvin (Retired)
Training & Standards
Wisconsin Department of Justice

Dr. Terry Thomas
Pastor
Mt. Zion Baptist Church

Officer Denise Baylis
Central Police District
Madison Police Department

Sandy Erickson, Director
Planning and Community Building
United Way of Dane County

Angie Turner
Health Education Coordinator
St. Marys Hospital Medical Center

Guy Vanrensselaer
Training & Development
City of Madison Human Resources

Dave Bertsch
Corporate Business Recovery Director
American Family Insurance

Investigator Meredyth Thompson
Identification Lab
Madison Police Department

Susan Fox
Environmental Analyst
Wisconsin Dept. of Transportation

Investigator Mark Larson
Identification Lab
Madison Police Department

Leadership

Team Leader: Captain Luis Yudice

Facilitator: Investigator Pia Kinney James

Recorder: Police Report Typist Virginia Okeson

Fire Chief Debra Amesqua
Madison Fire Department

Captain Dale Burke
UW-Madison Police Department

Stephen Blue, Director
Neighborhood Intervention Program
Dane County Human Services

Juan Jose Lopez
Madison Metropolitan School District
Executive Director
Briarpatch, Inc.

Joe Sensenbrenner
President (& former Madison Mayor)
Sensenbrenner & Associates, Inc.

Anthony Davis
Landlord
Lake Point Drive

Sergeant Kristen Roman
Community Services Coordinator
Madison Police Department

Sergeant Chris Paulson
South Police District
Madison Police Department

Detective Ann Turner
Central Police District
Madison Police Department

Officer Deb Plantz
West Police District
Madison Police Department

Officer Matt Schroedl
North Police District
Madison Police Department

Officer Kim Woodly
South Police District
Madison Police Department

Sergeant Chuck Weiss
East Police District
Madison Police Department

Marketing

Team Leader: Sergeant Tom Snyder

Facilitator: Lieutenant Wayne Strong

Recorder: Admin. Clerk I Sharon Smith

Mayor Susan J.M. Bauman
City of Madison

Delmar Riesterer
Owner
Riesterer & Schnell

Alder Cindy Thomas
District 7
Madison Common Council

Mark Eisen
Editor
Isthmus

Jason Shepard
Journalist
The Capital Times

Sergeant Pete Schmidt
Central Police District
Madison Police Department

Detective Samantha Kellogg
Central Police District
Madison Police Department

Ruth Ann Schoer
Vice-Chair, Dane County Board
The Schoer Company

Detective Michelle Riesterer
East Police District
Madison Police Department

Ed Clarke
Vice President for Instruction
Madison Area Technical College

Todd Van Fossen
Director of Governmental Relations
Meriter Health Services

Officer Rhonda Hennessey
Central Police District
Madison Police Department

Problem Response

Team Leader: Lieutenant Mary Schauf

Facilitator: Lieutenant Bill Housley

Recorder: Police Report Typist Connie Marr

Judge Diane Nicks
Branch 5
Dane County Circuit Court

John Olson (Retired)
Security Coordinator
Madison Metropolitan School District

Melanie McIntosh
Supervisor
Dane County Agency of Aging

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Student Services Coordinator
UW-Madison

Rodney D. Tapp, Sr.
Vice President
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Yolanda Garza
Assistant Dean of Students
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Carolyn Evanstad
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Officer Stacey Vilas
Traffic Enforcement & Safety Team
Madison Police Department

Diane Nachtigal
Account Tech II
Madison Police Department

Linda Grubb
Director
City of Madison Building Inspection

Officer John Patterson
Traffic Enforcement & Safety Team
Madison Police Department

Fritz Miller
Deputy Public Defender

Linda Hoskins
Broadway/Lake Point Neighborhood
Association

Officer Laura Walker
East Police District
Madison Police Department

Jack Ladinsky, PhD
Professor Emeritus
UW-Madison

Officer Jamie Grann
East Police District
Madison Police Department

Technology

Team Leader: Captain Chuck Cole

**Facilitators: Captain Mike Smith
Lieutenant Joe Balles**

Recorder: Police Report Typist Melody Ketchum

Bob Bangs
Account Executive
Dictaphone Corporation

Mark Dvorak
Vice President
New World Systems

Officer Mike Brennan
South Police District
Madison Police Department

Carlo Esqueda
Information Systems Coordinator
Madison Police Department

Dick Grasmick
Network Manager
City of Madison Information Services

Detective Lauri Schwartz
Central Police District
Madison Police Department

Jimmy D. Patty
Director
Dane County Public Safety Communications

Dory Owen
Consultant - Computer Programmer
Owen Technology Consultants, Inc.

Officer Jim Morovic
Safety Education
Madison Police Department

Al Schwoegler
Radio Communications
City of Madison Transportation Dept.

Larry Singer
Systems Administrator
Dane County Information Management

Rich Beadles
Network Administrator
City of Madison Information Services

Sharon Kauffeld
Development Manager
City of Madison Information Services

Gerry Coleman
Director of Technology
Crime Information Bureau
State of Wisconsin Dept. of Justice

Lieutenant Dick Bach
East Police District
Madison Police Department

Prof. Randall Dunham, PhD
School of Business
UW-Madison

Officer Larry Kamholz
Traffic Enforcement & Safety Team
Madison Police Department

Madison Police Department Strategic Plan Outcome Group Participants

Leadership

Team Leaders: Captain Luis Yudice
Captain Cheri Maples
Lieutenant John Davenport

Group Members: Sergeant Kristen Roman
Sergeant Chris Paulson
Detective Ann Turner
Investigator Pia Kinney James
Officer Deb Plantz
Officer Matt Schroedl
Officer Kim Woodly
Police Report Typist Virginia Okeson
Milt McPike, Principal, East High School
Juan Jose Lopez, Madison Metropolitan School District &
Briarpatch, Inc.
Deb Reilly, Clinical Supervisor, Neighborhood Law Project

Community Policing

Team Leaders: Captain Mike Masterson
Captain Ellen Schwartz

Group Members: Sergeant Tim Peregoy
Sergeant Ron Webster
Detective Alix Olson
Officer Denise Markham
Police Report Typist Connie Marr
Alderman Matt Sloan
Bruce Dahmen, Asst. Principal, Memorial High School
Nancy Dibenedetto, Probation & Parole
Lucia Nunez, Centro Hispano, Inc.

Problem Response

Team Leaders: Captain Randy Gaber
Lieutenant Tony Peterson

Group Members: Lieutenant Mary Schauf
Detective Rosa Aguilu
Officer Jane Lombardo
Officer Jason Freedman
Officer Paige Valenta
Dan Nevers, UW-Madison
Rodney Tapp, Vice President, Meridian Corporation

Technology

Team Leaders: Captain George Silverwood
Lieutenant Joe Balles

Group Members: **Information Systems Technology**
Carlo Esqueda, Information Systems Coordinator
Captain Cheri Maples, Training Team
Sergeant Sue Williams, Criminal Intelligence Section
Detective Ron LaFrancois, Court Services
Detective Cindy Murphy
Officer Mark Allen
Marv Klang, Dane County Information Management
Mike Simle, City of Madison Information Services
Sergeant Gene Sydnor, Dane County Sheriff's Department
Sharon Kauffeld, City of Madison Information Services

Mobile Communications Technology

Sergeant Eric Tripke, Automated Systems Unit
Lieutenant Richard Rinehart (retired)
Sergeant Chuck Weiss
Sergeant David Jugovich
Officer Anthony Fiore
Officer Michael Brennan
Parking Enforcement Officer Clinton Price
Sergeant Gene Sydnor, Dane County Sheriff's Department
Rich Beadles, City of Madison Information Services
Captain Joe Norwick, Dane County Sheriff's Department
MPD Intern Josh Morgan

Forensic Technology

Sergeant Jim Wheeler, Identification Lab
Investigator Daniel Roman
Investigator Meredyth Thompson
Investigator Chris Brown
Detective Lauri Schwartz
Officer Brian Sheehy

Weaponry & Training Technology

Sergeant Sherrie Strand
Officer Jen Krueger
Officer Tim Strassman
Officer Ray Hessefort
Officer Gregg Luedtke
Officer Shawn Engel

Marketing

Team Leaders: Captain Charles Cole
Sergeant Peter Schmidt

Group Members: Detective Samantha Kellogg
Alder Cindy Thomas
Jason Shepard, The Capital Times
Todd VanFossen, Meriter Health Services
Jen Mundt, Lindsay, Stone & Briggs Marketing Firm
Sharyn Wisniewski, Dane County Executive's Office

Health & Wellness

Team Leaders: Captain Jeff LaMar
Lieutenant Stephanie
Bradley Wilson

Group Members: Sergeant Dan Olivas
Investigator Meredyth Thompson
Officer Kim Woodly
Police Report Typist Erin Stenson
Sandy Kohn, City Human Resources EAP Coordinator
Susan Fox, State of Wisconsin Department of Transportation

2002-2003 Committees

Future Organizational Models

Team Leader: Captain Michael Masterson

Group Members: Lieutenant Cam McLay, OIC
Lieutenant Stephanie Bradley Wilson, Test
Lieutenant Mary Schauf, CPD
Sergeant David McCaw, Task Force
Sergeant David Jugovich, PM Test
Police Officer Scott Favour, MPPOA
Terri Genin, Budget

Self Reporting Guidelines

Team Leader: Captain Michael Masterson

Group Members: Lieutenant Joseph Balles
Sergeant Ron Webster
Sergeant Jim Dexheimer
Police Officer Rahim Rahaman
Police Officer Katie Adler
Police Officer Todd Zuhlke
Police Officer Laura Walker
Police Officer Curtis Field
Parking Enforcement Officer Robert Hanson
Parking Enforcement Officer Don Zwettler
Police Report Supervisor Sherry Christianson
911 Communicator Chad Fleck

Detective Evaluation Team

Team Leader: Lieutenant Jay Lengfeld

Group Members: Detective Al Rickey, South Police District
Police Officer Mike Grogan, North Police District
Judy Schwaemle, District Attorney
Sergeant Peter Schmidt, CPD
Investigator Mark Larson, Forensic Services
Becky Westerfield

In-Car Digital Video Project

Team Leader: Lieutenant Joe Balles

Group Members: Police Officer Bob Veatch
Kieth Lippert, Radio Shop
Rich Beadles, Information Services
Dick Grasmick, Information Services
Dave Johnson, City Purchasing

2003 Health & Wellness Committee

Team Leader: Captain Ellen Schwartz

Group Members: Sergeant Kristen Roman
Police Officer Rachael Peterson
Detective Shari Nitzsche
Police Officer Tom Parr
Captain Bill Housley
Julie Foley, Victim/Witness Coordinator
Detective Brian Austin
Sandy Kohn, Employee Assistance Program

2003 Emergency Preparedness Committee

Team Leader: Captain Randy Gaber

Group Members: Lieutenant Cam McLay
Lieutenant Carl Gloede
Sergeant Dan D. Olivas
Police Officer Linda Covert

Leadership Committee

Team Leader: Captain John Davenport

Group Members: Lieutenant Vic Wahl
Sergeant Chris Paulson
Police Report Supervisor Sherry Christianson
Police Officer Eric Anderson
Police Officer Lorie Graham
Detective Michelle Riesterer

Strategic Plan for Leadership

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Develop Leadership Ethics It is the expectation of the Madison Police Department that all members of the organization are held to a high ethical standard in their personal and professional lives.				
A. Define consistent leadership ethics and desired organizational norms.	Captain Maples		COMPLETED	2001 In-Service
1. Encourage employees to address minor conflicts they have with the person with whom they have the conflict or to somebody who can do something about the conflict.			COMPLETED	2001 In-Service
2. Promote an organizational atmosphere in which employees are discouraged from spreading information, or criticizing or condemning things of which they are not sure.			COMPLETED	2001 In-Service
3. Define confidentiality expectations for supervisors and managers.			COMPLETED	2001 In-Service
B. Develop training related to the defined ethics and norms.	Captain Maples		COMPLETED	2001 In-Service
C. Develop guidelines that address subordinate / supervisor relationship / nepotism issues in the workplace.	Captain Yudice		COMPLETED	2001 In-Service
D. Review promotional process eligibility with regards to whether or not the employee has experienced:	Captain Maples		COMPLETED	2001 In-Service
1. Work rules during past year;			COMPLETED	
2. Discipline during past year, on or off duty;			COMPLETED	
3. Excessive use of unexcused absences.			COMPLETED	
II. Develop a Department Sanctioned Leadership Style Reaffirm and operationalize the Guiding Principles of Quality as the Department's sanctioned leadership style.				
A. Enhance supervisory role of Management Team.	Captain Yudice			Q1 2001
1. Address issues / problems as they are identified.			ONGOING	Q3 2002
2. Encourage leaders to be decision-makers and take responsibility for those decisions.			ONGOING	Q3 2002
3. Develop training techniques for motivating employees.			ONGOING	Q3 2002

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
B. Improve the facilitation skills of all supervisors.	Captain Yudice			2001 - 2003
1. Train / expose leaders on access and use of resources.			ONGOING	Q3 2002
2. Provide training to improve organizational / supervisory skills.			ONGOING	Q3 2002
C. Enhance the coaching skills of all supervisors.	Captain Yudice			2001 - 2003
1. Train leaders to be supportive of employees, the community, and the organization.				
2. Train all supervisors to recognize the strengths and weaknesses of employees and how to respond accordingly.				
3. Assist leaders in developing good communication skills (e.g., listening, interpersonal, and written).				
D. Train leaders to focus on improving systems and processes (e.g., reporting, promotional, scheduling, and technological).	Captain Yudice		Internal survey by work unit	2001 - 2003 Q1 2002
1. Systems and process improvements should support mission, operations and relationships with other service providers and community groups.				
2. Systems and process improvements should have a customer orientation and focus.				
3. Leaders should be committed to the problem solving process.	OPS Captains		Repeat CFS, problem solving initiated	Q1 2002
4. Leaders should be trained in data-based decision-making.				
E. Leaders need to believe in, and support teamwork within the organization, and partnerships within the community.	Captain Yudice			2001 - 2003
1. Train leaders to work with team members to develop goals and plans to achieve them.				
2. Train leaders to be receptive and considerate of feedback prior to making key decisions.				

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
III. Develop Leadership Skills Provide leadership training for leaders in the organization.				
A. Develop rank specific training to improve technical, tactical, personnel, and community policing skills.	Captain Maples		ONGOING	2001 - 2003
1. Develop a field training program for Investigators, Detectives, and Sergeants.			COMPLETED	
2. Develop managerial training toward improving budget and technological skills.			ONGOING	
B. Provide training for development of interpersonal skills.	Captain Maples			2002 - 2003
1. Leaders must be able to provide / receive feedback and provide constructive criticism.				
2. Leaders and employees need to be objective, and not personalize constructive criticism.				
3. Train leaders to treat employees and citizens with respect.				
4. Improve leaders' and employees' mediation and negotiation skills.				
5. Train leaders and employees to develop their coaching skills.				
C. Encourage on-going training on topics to include:	Captain Maples			2002 -2003
1. Managing difficult employees.				
2. Training on the adult learning process.				
IV. Provide Relevant Training to Entire Workforce				
A. Workplace harassment.	Captain Maples			2001
V. Leaders Must Value and Respect Diversity To identify and develop leaders that promote and support diversity.				
A. Ensure that leaders are advocates of diversity and responsive to all elements of our community.	Captain Maples		ONGOING Initiative Completed	2001 - 2002
B. Leaders should reflect the make-up of our community.	Captain Maples		COMPLETED	2001 - 2002

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
C. Leaders should be culturally competent, and capable of addressing issues of diversity in the work place. Leaders should be able to promote frank and open discussions of difficult issues surrounding diversity.	Captain Maples		ONGOING Initiative Completed	2001 - 2002
1. Educate leaders about race and class issues confronting the law enforcement profession.			Recruits	
2. Train leaders to have a working knowledge of the cultural differences and practices within minority sub-cultures in our community.			Recruits	
3. Educate workforce on cultural awareness.	Captain Maples		3 In-Service, Recruit	2002 - 2003
D. Clarify role of the Officer In Charge with respect to:	Captain Klubertanz			Q2 2001
1. Maintaining consistent supervisory parameters and expectations among Sergeants and Officers.			ONGOING Memos from each OIC	Q1 2002
2. Citywide systems improvements in procedures, reports, etc.			ONGOING Arrest Reports	Q1 2002

Strategic Plan for “Community Policing: Involving the Community”

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. To Improve Community Access to the Madison Police Department				
A. Improve public access to neighborhood officers and district stations. Sponsor monthly “open houses” with various prevention themes, i.e. protective behavior, children with AODA issues, etc. to educate public.	District Captains		Open house & educational sessions held in district stations; PFC & PSRB meetings routinely held	Ongoing
B. Educate our “first contact” civilian staff on department services, i.e. self reporting system, rental background checks, obtaining an accident report, etc.	Captain Bach			Q1 2003
II. To Improve the Department’s Ability to Receive & Process Information from Citizens on Issues Important to the Community				
A. Schedule annual district meetings with alders, neighborhood and business representatives to identify district and neighborhood priorities (congress of neighborhoods).	District Captains		Experiment with North	Ongoing
III. To Strengthen the Philosophy of Neighborhood Policing				
A. Identify criteria for establishing new or maintaining current neighborhood officer assignments. (This effort is critical so the department can better evaluate use of personnel resources and meet needs of City’s Neighborhood Resource Team model).	Captain Masterson		Criteria defined, positions reviewed annually by Chief of Police	Q1 2003
B. Identify the 19 habits of highly effective community oriented police officers.	Captain Gaber Captain Masterson Neigh. Police Officers			Q3 2002
C. Identify phases of neighborhood development and benchmark each existing area served by a neighborhood police officer.	Acting Chief Wray			Q3 2003
D. Incorporate annual review of existing / future neighborhoods.	OPS Lieutenants			Q3 2004

Strategic Plan for “Community Policing: Service Orientation”

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Provide a Level of Service Which Meets or Exceeds Expectations of those Who Depend Upon our Work				
A. Consider using a specially trained RSVP volunteer to make follow-up telephone calls to victims of unassigned cases providing information on their case status and informing them as to what happens with their case.	Captain Masterson		Bob Rahn (Pilot) - In experiment / North District	Ongoing
II. Routinely Communicate With Citizens				
A. Encourage district commanders to establish ways to routinely share information on events and activities with people who live and work in their districts. Newsletters, meetings, liaisons, Alders.	District Captains		Regular district newsletters, meetings, neighborhood liaisons, alder news, community newspapers & Neighborhood Assoc newsletter	Ongoing
B. Involve citizens in organized efforts to help police their neighborhoods (citizen observer, safe walks, etc.).	Captain Master Captain Gaber			Q2 2002
III. Broaden the Concept of Community Policing City-Wide				
A. Assign neighborhood liaison responsibilities to patrol officers to work with designated representatives in identifying problems and sharing information.	District Captains		ONGOING	Q2 2002
B. Initiate a coordinated community response for City-wide graffiti abatement.	Captain Masterson			Q1 2002
C. Develop a repeat calls for service report listing locations City-wide having five or more (selected) calls per month.	Acting Chief Wray			Q1 2002
D. Create listening sessions to learn about needs of our special communities (communities within a community).	Acting Chief Wray Captain Yudice Sergeant Kristen Roman			Q2 2003
E. Develop district based surveys to include high schools, neighborhood police officer served areas, and other selected neighborhood / business associations.	Acting Chief Wray Captain Masterson			Q3 2001

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
IV. Examine Future Organizational Models For 2004 and Beyond With Recommendations to Chief and Management Team				
A. Develop community policing teams for each district from existing staffing.	Management Team			Q1 2004
B. Examine City growth and annexation issues identifying new boundaries and service levels.	Captain Gaber			Q4 2003
C. Initiate a thorough review and analysis of Detective Function	Lieutenant Lenfeld			Q1 2003

Problem Response

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Re-Define "Crime Prevention / CIS" Role in MPD				
A. Select and train one officer from each district to serve as formal crime prevention liaisons.	Captain Yudice		ONGOING	Q2 2002
B. Assign full-time Crime Prevention / CIS Officer to each district.	Captain Yudice		ONGOING	Q2 2002
1. Train CIS Sergeant to serve as coordinator.			ONGOING	Q2 2002
II. Enhance Solving of Crimes				
A. Increase Detective staffing by 2 to meet national averages.	Captain Yudice	\$ 49,041	ONGOING	Q3 2002
B. Improve cross district communication through newly created district CIS / CP officers.	Captain Yudice		ONGOING	Q2 2003
III. Improve Department Problem-Solving Efforts				
A. Develop committee to review problem solving efforts and make recommendations for consistency, implementation and overall improvement.	Captain Gaber (Lieutenant Schauf)		COMPLETED	Q1 2001
B. Update and revise line-up procedures to be consistent with best known practices	Captain Maples			Q1 2004
IV. Assessment of MPD Call Response				
A. Create "Call Review Committee" to review and assess CFS (Calls for Service) response and develop alternative, non-patrol, responses when possible.	Captain Masterson (Lieutenant Smithson)		ONGOING	Q4 2001
1. Increase use of MDT (Mobile Data Terminal) for report narrative on NR's (Computer Reports).				
2. Utilize cell phones by patrol officers & PEO's to handle some calls.			PEO's carrying cell phones to return calls	Q2 2002
3. Improve call diversion / self report system so as to be more appealing to the public.			In Progress	Q2 2004
4. Develop a department phone tree to help public navigate MPD bureaucracy.	Captain Bach (Carlo Esqueda)	\$ 1,250		Q4 2002

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
5. Assess how problem solving and crime prevention positively impacts CFS (Calls for Service) reductions.	District Captains			Q1 2003

Task Force on Race Relation Initiatives

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Immediate / Short-Term Initiatives				
A. Revise brochures regarding the complaint process to be more user-friendly, to provide information on other police services, etc.	Assistant Chief Wray		COMPLETED	2000
B. Provide all police officers with business cards identifying them by badge number and supervisory district at city cost.	Assistant Chief Cowan	\$ 4,500	COMPLETED	2000
C. Involve an array of community organizations to collaborate and jointly present an ongoing series of community education forums designed to inform the public of police procedures, and to communicate what is expected from both citizens and police during a traffic, or similar on-street stop or contact.	Assistant Chief Wray Captain Masterson	\$ 3,000	COMPLETED	Q2 2001
D. Officially designate the OIC as the receiver of complaints and announce this to the public. Prominently display the phone number of the OIC and the Office of Professional Standards in the revised brochure and in the telephone listings for the department.	Lieutenant Schauf		COMPLETED	2000
E. Provide the Office of Professional Standards with voice mail capacity during off hours directing citizens to the OIC, or instructing them to call back during business hours.	Lieutenant Schauf		COMPLETED	2000
F. Pilot the use of in-car video cameras / equipment.	Captain Silverwood		COMPLETED	1999
G. Plan with the Public Safety Review Board a series of focus groups (internal and external) aimed at identifying opportunities to improve police practices and training, and neighborhood access and citizen communication.	Assistant Chief Wray			Q2 2001
H. Re-evaluate and implement an annual in-service training block / module aimed at diversity / sensitivity / cultural communications, and assure citizens that all police personnel would cycle through the course at least once every three years.	Captain Maples		COMPLETED	2000

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
II. Long-Term Initiatives				
A. Develop the capacity to record, store, analyze, and report traffic stop data.	Captain Bach	\$ 1,760	COMPLETED	Q1 2001
B. Incorporate annual traffic stop data into the department's annual report.	Adm. Assistant to Chief Williams		ONGOING	Q4 2002
C. Assess the feasibility for implementing a public relations strategy that links the department to the public in a variety of ways including enforcement issues, staffing, community service, officer commendations, agency collaborations, and other public information of interest and concern to citizens and organizations across the community.	Assistant Chief Wray			Q4 2002
D. Create the "role" of ombudsman and assign the responsibility to staff who report to the Chief or Assistant Chiefs.	Assistant Chief Wray		ONGOING	Q4 2002
E. Review, revise (if necessary), and assure that the complaint process is simply described, understandable and logical to anyone who might be considering taking advantage of its existence.	Lieutenant Schauf		COMPLETED	2000
F. Consider the creation of an informal process of dispute resolution that would suspend the formal process while such a resolution is under way, but always having the formal process available.	Lieutenant Schauf		COMPLETED	2001
G. Define the roles and identify the person responsible for each stage of the process; provide for an independent review of this last stage.	Lieutenant Schauf		COMPLETED	2001
H. Within 60 days of the adoption of the report of the Task Force on Race Relations, the Madison Police Department is to prepare a work plan for implementation of the recommendations.	Assistant Chief Cowan		COMPLETED	1999

Marketing

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. News Media Relations				
A. Develop and implement a new policy on media relations.	Assistant Chief Cole		COMPLETED	2000
B. Train personnel on new policy and media access to reports.	Assistant Chief Cole		ONGOING	2002
II. Meeting with Neighborhood				
A. Conduct at least one meeting with each interested / active Neighborhood Association.	District Captains		ONGOING	Q3 2001
III. Meeting with School Administration				
A. Initiate at least two meetings / personal contacts per year with the School Administration in each District	District Captains		ONGOING	Q2 & Q4 2001
IV. Survey				
A. Conduct a citizen survey to measure the marketing needs of MPD	Assistant Chief Cole	\$10,000	Pilot surveys by Districts / PD part of City-wide services survey	2003
V. Recruiting Officer				
A. Assign an Officer full-time to Training for recruiting	Captain Maples		COMPLETED	Q1 2001

Health & Wellness

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Needs Assessment				
A. Conduct a needs assessment.	Captain Klubertanz		COMPLETED	Q1 2001
II. Health & Wellness Coordinator				
A. Develop a Health & Wellness Support System.	Captain Maples			2003 - 2004
B. Create a Health & Wellness Educational Series.	Captain Maples	Q3 2003		
1. Define programs for employees				
2. Develop family sessions (Part IV) so significant others understand emotional and biological ramifications of law enforcement; facilitate and improve dialogue; and educate family members on challenges police officers face today.				
III. Promote Physical Fitness				
A. Purchase of additional exercise equipment.	Captain Maples			
1. Purchase treadmill, leg extensions, misc.	Captain Maples	\$ 5,500	COMPLETED	Q1 2001
2. Purchase gym equipment	Captain Maples	\$ 6,193	COMPLETED	Q1 2001
B. Research & distribute information to employees on private health club memberships.	Captain Maples			2003 - 2004
IV. Chaplain Services				
A. Establish a chaplain service for employees.	Captain Klubertanz			Q4 2001
V. Organizational Support				
A. Institutionalize the concept by training on ways we can champion employee wellness.	Captain Maples			2003-2004
B. Identify a Critical Incident Coordinator to organize critical incident analysis and debriefings.	Captain Klubertanz			Q2 2001
C. Develop a reliable system for receiving & posting information for all areas of department about Health & Wellness activities.	Captain Klubertanz			Q3 2001
D. Develop & Implement a Peer Support Program.	Captain Schwartz Sergeant Kristen Roman	1,200 (TNG)	COMPLETED	

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
1. Critical Incident Stress Management Team				Q3 2004
2. Care Team				Q2 2005
3. Resource Team				Q2 2005
VI. Community Wellness Initiatives				
A. Acquire five portable defibrillators for patrol squads.	Captain Maples	\$ 16,000	COMPLETED	Q1 2001
B. Acquire five portable defibrillators; one for each district.	Captain Klubertanz	\$ 16,000	COMPLETED	Q2 2002
C. Acquire ABD's to equip each marked squad vehicle.	Chief Williams		COMPLETED	2003

Information Systems Technology

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. New World System Enhancements and New Modules				
A. Training for property room intake process (bar coding).	Captain Bach	\$25,000	Capital / Approved	Q4 2002
B. Install Graphical User Interface (GUI) software on PC's to give a browser look and feel to New World applications.	Captain Bach		Capital / Approved	Ongoing
C. Training on RUI imaging system	Captain Bach	\$43,500	Capital / Approved	Q4 2002
D. Explore purchase of data analysis & mapping software.	Captain Bach	\$30,800	Capital / Request	2003
E. Acquire Property Intake Equipment (PCs , barcode printers, & scanner).	Captain Bach	\$13,200	COMPLETED	Q2 2002
F. Create a list on monthly / weekly / daily adhoc reports to run off job scheduler.	Captain Bach			Ongoing
G. New World Enhancement Accounts	Captain Bach	\$ 45,000	Capital / Approved (Information Services)	Ongoing
II. Gartonworks Initiative				
A. Serve as NCIC / FBI oversight agency for GartonWorks.	Captain Bach			Ongoing
B. Assist in the development of multi-faceted search engine for law enforcement.	Captain Bach			Ongoing
III. Staffing Upgrade				
A. Add a Police Information Services Coordinator I.	Captain Bach	\$55,513	Supplemental / Request	2003
IV. Dictaphone-Related Issues				
A. Walkabout recorders, memory cards, licenses, etc.	Captain Bach	\$ 7,250	Block Grant	Q3 2002
V. MPD Website				
A. Develop e-commerce activities for web site:	Captain Bach		Capital / Approved (Information Services)	Ongoing
B. Create dedicated "Web Master" position.	Captain Bach	\$50,000		2003

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
VI. Regional Data Sharing and Interoperability Grant				
A. 911 Strategic Planning Process: The final 911 Strategic Planning Report was posted March 20, 2004.				Q1 2004
B. IBM AS/400 Replacement and Data Redundancy Project: This new IBM mid-range computer is used to run New World and RVI applications for Madison Police and Madison Fire.				Q1 2004
C. Intergovernmental Agreement for Consolidated RMS: Work with the police chiefs of 16 communities around Dane County to create a consolidated records management system (RMS).				Q2 2004
D. Dictaphone Implementation for D.C.S.O. and Other Agencies: Negotiate an expansion and upgrade of our existing Dictaphone Voice Digital Dictation System.				Q1 2004
IX. Other Technology Projects and Plans to Increase Support Staff				
A. Property Room "Intake" Bar Coding: New property room "intake" bar code software and procedures.				
B. Research on Scheduling and Payroll Systems				
C. Additional Technology Support Staff: Secure ONE additional full-time Information System Coordinator II position. Fifty percent of this position will be dedicated to the RMS consolidation project while the other fifty percent will be for MPD technology projects we presently have underway.				

Forensic Technology

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Purchase and Implementation of Fingerprint Comparison Software				
A. Develop plans for connecting to State AFIX .	Captain Silverwood	\$80,000	Block Grant	2002 - 2003
B. Implement Automated Fingerprint Identification System (AFIS)	Lieutenant Wheeler		ADDED	2003
II. Upgrade and Enhance Photography and Video Technology				
A. Create future plan for video technology that takes current trends into consideration (Det. Schwartz memorandum).	Captain Yudice		ONGOING	Q2 2002
B. Purchase 654-N Pentax camera and components.	Captain Silverwood	\$3,400	Block Grant / Possibly	2002
C. Create plan to convert lab from chemical-based photography to digital.	Captain Silverwood	\$100,000		Ongoing
D. Video monitoring system for Detectives	Captain Yudice	\$ 3,000	Not Pursued	
E. Upgrade video briefing system upon addition of East District.	Captain Klubertanz	\$ 6,000		2005
F. Plan to digitize photo lab	Lieutenant Wheeler			2004
III. Improve Evidence Handling				
A. Acquire Evidence Drying Cabinets.	Captain Bach	\$35,000	Capital / Approved	Q4 2002
IV. Staffing Support in Lab				
A. Create position of Civilian Lab Technician.	Captain Silverwood	\$16,602 (\$26,725)	Supplemental / Approved (COPS More Grant).	2003
V. Change Name of Identification Section to Forensic Services Unit				
A. ?	Lieutenant Wheeler			2002

Mobile Communications Technology

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Develop Plans for MDT-Laptop Upgrade				
A. Replacement of CF-41 Panasonic laptops.	Captain Bach	\$25,000	COMPLETED	2002
II. Replacement of Existing Squad MDT'S With Laptops				
A. Information Services capital budget request of \$220,000 in 2002 I.S. budget and \$316,000 in 2003 I.S. budget.	Captain Bach	\$1,500,000	Long Range Plan (Information Services) COPS Grant / Approved	2003
B. Re-allocation of MDT's to 17 parking enforcement vehicles	Captain Bach	\$ 11,050		2003
III. "Field Reporting" Options Via Laptops				
A. Review and evaluate "Field Reporting" options available via laptop computers from squad cars.	Captain Bach		Pending MDC's	2003
IV. Radio System 800 Trunking Project				
A. Status update meetings w/ Radio Shop personnel	Captain Bach		COMPLETED	Ongoing
B. Develop training plans for Fall 2002 implementation	Captain Bach		ONGOING	2002
C. Radio system infrastructure replacement	Captain Bach	\$1,138,000	COMPLETED	Q1 2002
D. Full replacement of all portable and mobile radios	Captain Bach	\$1,760,000		Q4 2002
E. Upgrade electrical systems Central & North to support individual battery chargers				
V. Other Mobile Equipment Upgrades				
A. In-Car Videos (5) for DCNGTF	Captain Yudice	\$21,000	COMPLETED	Q2 2001
B. Radar Units (20 with KA band antennas)	Captain Bach	\$68,000	COMPLETED	Q2 2001
C. Radar units for balance of marked fleet	Captain Bach	\$146,000	ONGOING	2003
D. In-Car Video for entire marked fleet	Captain Bach	\$279,000	ONGOING	2003 - 2004

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
VI. Mobile Data Project Update				
A. Incident Detail: The implementation of the new laptops in all marked cars. Officers have had the ability to bring “incident detail” for calls that are either active or pending in que.				
B. PEO Laptops: One laptop is installed in a Parking Enforcement Vehicle.				
C. Command Staff Laptops				
D. 802.11 Wireless Hotspots: I.S. is presently setting up our 802.11 wireless hotspots. They have contracted out to a private vendor to install antennas at the first 12 sites we have identified around the City.				
E. In Car Digital Video				
F. Field Reporting				
G. E-Citations: MPD is one of a handful of beta test sites for DOT’s new electronic citation.				

Training & Weaponry Technology

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Implement Short-Term Training Considerations				
A. Simunition training (phase I)	Captain Maples		COMPLETED	2000
B. Review further simunition training.	Captain Maples		COMPLETED	Q2 2001
C. Creation of a Resource Center for training with 24 hour availability.	Captain Maples		Ready to go as soon as space is identified	2002
II. Develop Plans for Long-Term Training Considerations				
A. Research possibility of purchasing a driving simulator.	Captain Maples			2002
III. Implement Short-Term Weaponry Considerations				
A. Identification and purchase of more less lethal use of force options.	Captain Maples		COMPLETED	Q2 2001
B. Upgrade officer equipment by expanding the list of items approved for purchase under the officer uniform account.	Captain Maples		COMPLETED	2000
C. Restore 2000 increase for range and ammo supplies.	Captain Maples	\$33,200	Supplemental / Request	2002
D. ERT related enhancements:	Captain Gaber			
1. Purchase 2 simunition weapons;	Captain Gaber	\$1,300	COMPLETED	2002
2. Purchase 8 NIJ Threat Level 4 RTE Tactical Vests;	Captain Gaber	\$12,160	COMPLETED	2002
3. Shotgun improvements;	Captain Gaber	\$1,350	COMPLETED	2002
4. Purchase 13 "night sights" for AR15 rifles.	Captain Gaber	\$936	COMPLETED	2002
E. SET related enhancements:	Captain Silverwood	\$85,000	COMPLETED	Q1 2001
1. Create plan for purchase of crowd control equipment.	Captain Silverwood	\$85,000	COMPLETED	Q1 2001
IV. Develop Plans for Long-Term Weaponry Considerations				
A. Road spikes	Captain Silverwood	\$8,928	COMPLETED	Q2 2001
V. Personal Protection Equipment Acquisition				
A. Purchase Millennium gas masks for SET and Patrol Officers / Sergeants	Captain Gaber	Grant		Q2 2002

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
B. Purchase PPE Tyvex suits for first responder Patrol officers	Captain Gaber	Grant		Q2 2002
VI. Revise Hiring & Recruiting Process				
A. Establish open enrollment	Captain Maples	0	COMPLETED	Q2 2002
B. Create career fair circuit	Captain Maples	0	COMPLETED	Q2 2002
C. Implement 1-stop testing	Captain Maples	0	COMPLETED	Q2 2002
VII. Established Training for Newly Acquired Technology				
A. Tasers	Captain Maples	0		Q3 2003
B. Less lethal shotgun	Captain Maples	0		Q1 2002
C. Laptop migration	Captain Maples	0		Q4 2003
D. Homeland security	Captain Maples	0		Q1 2003
E. AED's	Captain Maples	0		Q1 2003

Major Facilities Development

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. New District Stations				
A. West District Station	Captain Schwartz	\$2,169,450		Q4 2001
1. Land / Design	Captain Schwartz	\$369,450	COMPLETED	2000
2. Construction	Captain Schwartz	\$1,500,000	COMPLETED	Q1 2001
3. Furnishings	Captain Schwartz	\$300,000	Capital / Approved	Q2 2001
4. Annual recurring costs	Captain Schwartz	\$148,950	Operating / Request	2002
5. Additional maintenance 2001	Captain Schwartz	\$33,700	Operating / Ongoing	Q4 2001
B. South District Station	Captain Gaber	\$1,713,221		2002
1. Land / Design	Captain Gaber	\$143,021	COMPLETED	Q1 2001
2. Construction	Captain Gaber	\$1,430,200	COMPLETED	Q1 2002
3. Furnishings	Captain Gaber	\$140,000	Capital / Approved	Q1 2002
4. Annual recurring costs	Captain Gaber	\$138,500	Operating / Request	2002
C. East District Station	Captain Klubertanz	\$1,980,875	Long Range Plan	2005
1. Land / Design	Captain Klubertanz	\$360,400	Long Range Plan	2004
2. Construction	Captain Klubertanz	\$1,420,475	Long Range Plan	2005
3. Furnishings	Captain Klubertanz	\$200,000	Long Range Plan	2005
4. Annual recurring costs	Captain Klubertanz	\$138,500	Long Range Plan	2006
II. Other Major Facilities Development				
A. Property Room Expansion	Captain Bach	\$16,000	COMPLETED	Q4 2002
B. Property and Identification Relocation	Captain Silverwood / Bach	\$500,000	Long Range Plan	2002
C. Reconfiguration of Central Headquarters	Adm. Analyst Genin	\$1,000,000	Long Range Plan	2004
D. Emergency Vehicle Operation Course	Captain Maples	\$1,000,000	Long Range Plan	2006
E. Needs Assessment for Centralized Services at Police Headquarters	Captain Klubertanz		Long Range Plan	Q2 2004

Staffing and Budget Special Initiatives

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Commissioned Personnel Staffing Initiatives				
A. Increase police officer positions to reach 1.8 per 1,000 residents goal (1 for 2001).	Adm. Analyst Genin			
1. One Police Officer	Adm. Analyst Genin	\$26,017 (\$16,682)	Supplemental / Approved (COPS More Grant)	Q2 2001
2. Fourteen Police Officers	Adm. Analyst Genin			2003
B. Increase Detective positions to equal 15.4% of commissioned officer strength (two per year through 2004).	Adm. Analyst Genin			2004
1. One Detective (actual request was two)	Adm. Analyst Genin	\$49,041	Supplemental / Approved no new funds allocated	Q2 2001
2. Two Detectives	Adm. Analyst Genin	\$50,000		2002
C. Increase Investigator positions	Captain Silverwood			2002
II. Civilian Personnel Staffing Initiative				
A. Increase civilian positions to reach .41 per 1,000 resident goal (four per year through 2004).	Adm. Analyst Genin		Long Range Plan	2004
1. Police Report Typist for West District	Adm. Analyst Genin	\$34,044	COMPLETED	Q1 2001
2. Reclassification of Police Information System Coordinator (from I to II)	Captain Bach	\$6,398	COMPLETED	Q1 2001
3. Reclassify parking enforcement officer to lead worker.	Captain Silverwood	\$2,430	Study Authorized	Q4 2001
4. Convert two hourly parking enforcement officers to full time status.	Captain Silverwood	\$46,921	COMPLETED	Q1 2002
5. Create civilian police report "data entry" supervisor position (allowing ASU Sergeant to be reassigned).	Adm. Analyst Genin	\$19,460 (\$26,735)	COMPLETED	Q2 2002
6. Create position of Civilian Lab Technician.	Captain Silverwood	\$16,602 (\$26,725)	Supplemental / Approved No new funds allocated (COPS More Grant)	Q1 2002 Hold

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
7. Establish Police Staffing Committee				
8. Staffing funds for archiving records by microfilm or digital imaging	Captain Bach	\$17,664	Supplemental / Request	Q1 2003
9. Create three new police report "data entry" operators.	Captain Bach	\$104,388	Supplemental / Request	2003
10. One new property clerk position	Captain Bach	\$40,471	Supplemental / Request	2003
11. Create new Police Information System Coordinator I.	Captain Bach	\$55,513	Operating / Request	2003
12. Create new "Web Master" position.	Captain Bach	\$50,000	Operating / Request	2003
III. Summary of Major Operations and Support Services Budget Special Initiatives				
A. Renewal of requests for Project Support:	Adm. Analyst Genin			
1. Dane County Court Program;	Adm. Analyst Genin	\$65,000	Block Grant / Approved	Q4 2001
2. Victim / Witness Program (Julie Foley).	Adm. Analyst Genin	\$5,000	Block Grant / Approved	Q2 2001
B. E.R.T. Vehicle	Captain Klubertanz	\$22,000	COMPLETED	Q4 2001
C. Provide funding for Safe Harbor Program.	Adm. Analyst Genin	\$5,000	COMPLETED	Q1 2001
D. Crowd Control Equipment	Captain Silverwood	\$80,000	Block Grant / Approved	Q1 2001
E. Copier for Records Team	Captain Bach	\$9,500	Fixed Asset / Approved	Q1 2001
F. Additional Towing Funds	Captain Silverwood	\$77,000	Supplemental / Approved	Q1 2001
G. Phase II TEST	Captain Silverwood	\$83,225	2001 General Fund	Q1 2001
H. Five Automated External Defibrillators for Sergeant vehs.	Adm. Analyst Genin	\$16,000	COMPLETED	Q1 2001
I. On-Line Wants & Warrants Module	Captain Bach	\$9,500	COMPLETED	Q1 2001
J. AS/400 Disk Upgrade	Captain Bach	\$15,300	COMPLETED (Information Services)	Q1 2001
K. High Speed Digital Scanner	Captain Bach	\$2,568	COMPLETED	Q2 2001

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
L. Eyewitness In-Car Video (5) for DCNGTF	Captain Yudice	\$21,000	COMPLETED	Q2 2001
M. Replacement of CF-41 Panasonic laptops	Captain Bach	\$19,200	Capital / Approved (Information Services)	Q2 2001
N. Upgrade of TX Messenger software	Captain Bach	\$4,400	COMPLETED	Q2 2001
O. Radar Units (20 with KA band antennas)	Captain Bach	\$ 68,000	COMPLETED	Q2 2001
P. Property Intake P.C.'s (Hardware)	Captain Bach	\$13,200	Block Grant / Approved	Q3 2002
Q. Gym equipment	Captain Maples	\$6,193	COMPLETED	Q2 2001
R. Treadmill, leg extensions	Captain Maples	\$5,500	COMPLETED	Q2 2001
S. Digital copy machine for North District	Captain Masterson	\$8,900	COMPLETED	Q2 2001
T. Shelving for Records Team	Captain Bach	\$16,837	COMPLETED	Q24 2001
U. Matching funds for Block Grant 2000	Adm. Analyst Genin	\$19,183	COMPLETED	Q2 2001
V. Central Station Furnishings	Adm. Analyst Genin	\$50,000	Capital / Approved	Q2 2001
W. Road spikes	Captain Silverwood	\$8,928	DOT Grant / Possibly	Q2 2001
X. Install Graphical User Interface (GUI) software on PC's to give a browser look and feel to New World applications.	Captain Bach	\$40,000	COMPLETED	Q4 2001
Y. Install and develop photo / optical imaging module.	Captain Bach	\$43,500	Capital / Approved	Q4 2002
Z. Payment of parking tickets on-line	Captain Bach	\$15,000	COMPLETED	Q2 2001
AA. New World 2001 Modifications	Captain Bach	\$45,000	Capital / Approved (Information Services)	Q4 2001
BB. Develop New World screens for streamlining the property room intake process (bar coding).	Captain Bach	\$25,000	Capital / Approved	Q4 2001
CC. Evidence Drying Cabinets	Captain Bach	\$35,000	Capital / Approved	Q4 2001
DD. Radio System Infrastructure Replacement	Captain Bach	\$1,138,000	COMPLETED	Q3 2001
EE. Get "Suspension Satisfaction" process working for parking ticket module.	Captain Bach	\$4,000	Capital / Approved (Information Services)	Q3 2001

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
FF. Accident reports on-line	Captain Bach	\$30,000	Capital / Approved (Information Services)	Q4 2002
GG. Five portable defibrillators; one for each district	Captain Klubertanz	\$16,000	5 per station	Q2 2002
HH. Create plan to convert lab from chemical-based photography to digital photography.	Captain Silverwood	\$100,000		2002
II. Video monitoring system for detectives	Captain Yudice	\$3,000	Block Grant / Possibly	2002
JJ. NIJ Threat Level 4 RTE Tactical Vests (8)	Captain Klubertanz	\$12,160	Block Grant / Possibly	2002
KK. Walk About Express Dictation Units, memory cards, etc.	Captain Bach	\$7,250	Block Grant / Possibly	2002
LL. Digital "camcorder"	Captain Silverwood	\$3,000	Block Grant / Possibly	2002
MM. 645-N Pentax camera and component	Captain Silverwood	\$3,400	Block Grant / Possibly	2002
NN. Simunition weapons for ERT	Captain Klubertanz	\$1,300	Block Grant / Possibly	2002
OO. Shotgun improvements for ERT	Captain Klubertanz	\$1,350	Block Grant / Possibly	2002
PP. Night sights for AR15 rifles for ERT	Captain Klubertanz	\$936	Block Grant / Possibly	2002
QQ. Patrol / Intoxilyzer / Interview Room Video Monitoring	Adm. Analyst Genin	\$6,000	Block Grant / Possibly	2002
RR. Restore funding for maintenance agreement on copiers.	Adm. Analyst Genin	\$7,250	Supplemental / Request	2002
SS. Matching funds for Block Grant 2001	Adm. Analyst Genin	\$19,200	Supplemental / Request	2002
TT. Restore 2000 increase for range and ammo supplies	Captain Maples	\$33,200	COMPLETED	2002
UU. Dictaphone Maintenance Contract	Captain Bach	\$18,165	Supplemental / Request	2002

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
VV. Investigative Fund Increase	Captain Yudice	\$5,000	Supplemental / Request	2002
WW. Full replacement of all portable and mobile radios	Captain Bach	\$1,760,000		2002
XX. Purchase two additional squads.	Adm. Analyst Genin	\$70,710	Supplemental / Request	2002
YY. Safety Education Program initiatives	Adm. Analyst Genin	\$42,078	Supplemental / Request	2002
ZZ. New World Data Analysis & Mapping Software	Captain Bach	\$30,800	Fixed Asset / Request	2002
AB. Card Access Replacement - North District	Captain Masterson	\$9,700	Capital / Request	2002
AC. Property Room Shelving	Captain Bach	\$75,000	COMPLETED	2002
AD. Finger Print Comparison Software (AFIX)	Captain Silverwood	\$30,000	Capital / Request	2002
AE. Laptops to replace MDT's	Captain Bach	\$220,000 (2002) \$316,000 (2003)	Capital / Request (Information Services)	2002 - 2003
AF. Upgrade video briefing system upon addition of East District.	Captain Klubertanz	\$6,000	Long Range Plan	2005
AG. In-Car Video for entire marked fleet	Captain Bach	\$279,000	Long Range Plan	2003-2004
AH. Re-allocation of MDT's to 17 parking enforcement vehicles	Captain Bach	\$11,050	Long Range Plan	2003
AI. Radar units for balance of marked fleet	Captain Bach	\$146,000	ONGOING	2002 - 2003
AJ. City-wide upgrade of video conferencing system				
AK. Acquire additional tasers for greater deployment in patrol				
IV. Staffing Update				
A. Recommendations of 2003 Police Staffing Study Committee	Assistant Chief Cole			
1. Continue on its path to decentralize police services and address facilities needs.	Management Team		ONGOING	
2. Develop a plan to provide a broader range of services to the public at its decentralized facilities during the next five-year period.	District Captains			

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
3. The significance of a strategic plan for the department is recognized and there is recognition that this plan may affect future staffing considerations.				
4. Continue to evaluate staffing needs to provide a full range of City of Madison Police services for areas that will be annexed.	Captain Gaber Captain Davenport Captain Klubertanz	Yes, Unknown	ONGOING	
5. Maintain a minimum staffing ratio of 1.8 law enforcement personnel per 1,000 residents. The department should adjust that ratio to 1.9 sworn police personnel per 1,000 residents by the year 2008 and consider modifying that ratio to 2.0 sworn personnel per 1,000 residents after 2010.	Assistant Chief Cole			
6. Increase Detective staffing to 15.5% of the department authorized strength.	Assistant Chief Cole			
7. Establish a staffing ratio for the rank of Investigator at 3.34% of the department's authorized strength.	Assistant Chief Cole			
8. Establish a staffing ratio for Sergeant at 10% of the department's total authorized strength.	Assistant Chief Cole			
9. Continue to reassign officers performing functions that do not require a sworn member with newly created civilian staffing needs.	Assistant Chief Cole			
10. The Department Staffing component of the Police Department Strategic Plan should serve as the venue to conduct further analysis of civilian staffing needs.	Assistant Chief Cole			
11. Work with Human Resources Department to conduct an analysis of existing civilian employee job descriptions.	Assistant Chief Cole			
12. Maintain an annual hiring cycle to fill existing Police Officer vacancies.	Assistant Chief Cole			
13. Continue to research and evaluate different organizational models that support community policing and the decentralization of police services.	Acting Chief Wray Management Team			
14. Continue to work collaboratively with other law enforcement agencies in Dane County.				

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
15. Continue to conduct the yearly review of staffing levels as a part of the annual budget and assignment process.				
B. Implement several other recommendations during the past year.				
1. Maintain an annual hiring cycle and hired twenty-one (21) Police Officers on May 17, 2004 with the commencement of the Pre-Service training Academy.	Captain Maples		Class Hired	Q2 2004
2. Review staffing levels on an annual basis and provide quarterly reports to the Board of Estimates on department staffing. Additionally, provide an annual report to the Board of Estimates on September of each year, which provides staffing projections for the upcoming year.	Acting Chief Wray		Research & draft report Q2 2004	Q3 2004
3. Researched and evaluated different organizational models; created and deployed Community Policing Teams.	Captain Masterson		Implemented	Q1 2004
4. Actively participate in City planning efforts which address the extension of City services to portions of the Town of Madison that are being annexed by the City of Madison.	Captain Gaber	Yes, Officers and Equipment		
5. Continue on the path of decentralized police services and facilities with acquisition of land for the East District Station earlier this year, funding for the design project and anticipated capital funding in 2005 for construction of that facility.	Captain Klubertanz	Incorporated in 2004 & 2005 budgets	ONGOING	2005
C. Department collaboration with other local law enforcement is evident on a number of fronts.				
1. Primary participant in the strategic planning effort for the Dane County 911 Center and provided funding in support of that initiative.				
2. Emergency Response Team continues to provide its services to other local communities as requested				
3. Central Police District maintains an important partnership with the University of Wisconsin Madison Police Department.				

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
4. We are working with other local law enforcement / public safety agencies to address emergency preparedness response plans in a variety of scenarios.				
5. The Forensic Services Unit of the MPD is working in concert with the Dane County Sheriff's Office to share important lab equipment as a cost saving measure.				
6. Conduct a reclassification study of the Parking Enforcement Officer position if the issue was not resolved during the collective bargaining process with Local 60 this year.	Captain Housley	Yes		
7. Explore several other recommendations of the Staffing Study in the coming year.				
- a. Identify those positions within the agency that do not require a sworn police officer to perform the job function and examine the potential for replacing those positions with civilians.				
- b. Identify other civilian staffing needs within the organization and ensure that civilian job descriptions are up-to-date and accurate for all positions and classifications within the department.				
- c. Develop a plan to provide a broader ranger of service to the public at our District stations and present those recommendations to the Management Team within the next two-year period.				
D. New Initiatives & Best Known Methods				
1. Research and develop new in-person and photo line-up (sequential) processes.	Captain Maples		Piloted	Q2 2004

Emergency Preparedness

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
I. Equipment				
A. Acquire much needed emergency / safety equipment for our specialized teams and our overall department.				
B. Create inventory systems to manage, disseminate and store this equipment throughout the specialized teams and the department.				
C. Design a system to identify to identify replacement and updating kits for the fleet when needed.				
II. Training Increase knowledge in the area of emergency preparedness / homeland defense.				
A. Training sessions offered to department personnel.				
1. Introduction to Nuclear, Biological and Chemical Weapons				Q3 2001
2. Domestic Preparedness and Crowd Control				Q2 2002
3. EVOC practical exercise with PPE				Q4 2003
4. Incident Command System-lecture and practical tabletop				Q2 2004
5. Introduction to Domestic Preparedness-lecture & PPE Intro, Pre-Service Academy				Q2 2002
6. Introduction to Domestic Preparedness-lecture & practical EVOC, firearms and PPE, Pre-Service Academy				Q2 2003
7. PPE parts I and II			Video Series	2003
8. Suicide Bomber Techniques, Responding to an Explosives Incident, disabling and boarding metro bus techniques.			Video Series	2004
9. Continuing Officer Safety and Current Terrorism Info Bulletins.			Ongoing Bulletins	2001
B. Instructor Training				
1. Weapons of Mass Destruction for First Responders				2001

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
2. Responding to Bio-terrorism and other Critical Incidents				2001
3. Protecting Wisconsin				2001
4. Train-the-Trainer Law Enforcement Protective Measures				2002
5. EOC's Management and Operations Course				2002
6. Protecting Wisconsin				2002
7. Domestic Preparedness Training Program				2003
8. Orientation to Community Disaster Exercises				2003
9. The Role of Voluntary Agencies in Emergency Management				2003
10. Incident Command System Instructor Course				2003
11. City of Madison Terrorism Response Exercise				2003
12. Emergency Response to Domestic Biological Incidents				2004
13. Terrorism and You				2004
14. Search & Rescue Incidents				2004
15. Critical Incident Management for 1st Line Supervisors				2004
16. Managing the Urban Missing Person Search				2004
17. Domestic Terrorism: Determining the Threat				2004
18. State & Local Anti-Terrorism Training				2004
III. Site Identification				
A. Site Identification Status: Sites have been identified and sorted by district, and many have been photographed digitally.				
B. Medical Facilities: Emergency response plans from St. Marys Hospital and Meriter Hospital have been obtained and reviewed.				
C. Clinics and community care centers (like Urgent Care) still need to be identified.				

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
D. Target Hardening: Officer Thurber has done security assessments for the pumping stations and is producing an informational video for Law Enforcement regarding hazards and response to the municipal water supply system.	Police Officer Thurber			
IV. Roles and Responsibilities				
A. Continuing to pursue the involvement of other individuals associated with other parts of our department such as the PIO's Office and the Joint Terrorism Task Force.	Captain Gaber			
B. Develop interagency systems with federal, state, county and other city agencies.	Captain Gaber			
C. Identify what equipment we need to minimally function in the WMD environment and put in an equipment request for that equipment.	Captain Gaber Lieutenant Malloy			
D. Identify what training we would immediately need to make our team operational with this equipment, and to arrange for such training to be provided, either by sending a few of them in a "train the trainer" mode, or arrange to bring a program here to Madison for the full team.	Captain Gaber			
E. Identify what other equipment exists for the WMD environment, and what additional capabilities this equipment would give us. They need to also identify the additional training commitments this equipment would create.	Captain Gaber Captain Maples			
F. Develop a draft response protocol for each of the common types of terrorist attack: - WMD Incident - Explosive Incident - Hostage-Taking Incident - Shooting / Weapons Attack (in-progress) - Kidnapping				

Goals/Objectives/Strategies	Responsible Team or Person	Budget Implications	Status	Date of Attainment
V. Miscellaneous				
A. Create plans for filter replacement, initial issue of gas masks to new employees, credentialing, requiring uniforms for all commissioned personnel, resource sharing, etc.				
B. Create process for long range planning for terrorist kidnapping, site preparation for major events and terrorism response exercises.				