

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

Use of Force Work Group Recommendation # 1 - Institutionalize major incident debriefings.

Create the necessary policies to support institutionalizing in-house debriefings or shift debriefings after all major or critical incidents that result in the serious injury of a police officer or citizen, to determine how incidents can be better handled, and how to make encounters safer for officers and the public. By making these debriefings a routine part of a critical incident, this will minimize the fear of critiquing incidents. These debriefings are not intended to blame, rather the briefings should examine tactics and the actual Use of Force, in an effort for those involved to learn and improve.

McFarland PD Practices: *Major incident debriefing, and for that matter incident debriefing in general, has been normal practice for many years. In the case of more minor incidents, shift supervisors frequently meet with the officers involved shortly after an incident occurs to critique performance and discuss what went right and what did not.*

Regarding major incidents, a full scale review of the incident will take place to assess adequacy of performance, training and department procedure. Additionally, if the incident involved loss of life, grave injury, or other factors exist that create extraordinary mental stress, diffusion and debriefing sessions are conducted with staff and practitioners of law enforcement trauma treatment.

Use of Force Work Group Recommendation # 2 - Create a system of data tracking and analysis.

Not all law enforcement agencies track or analyze data related to Use of Force. Those that collect this information can identify trends from year to year, identify areas for improvement and areas in which enhanced training or policy adaptations are needed. However, without a baseline, it is not possible to fully understand the extent of trends regarding Use of Force, or the extent of residents' complaints. In order to have an informed discussion and to measure progress, this information must be collected and shared.

- A. Officer Complaints
 - I. Every Dane County law enforcement agency should track officer compliments and complaints.
 - II. Every agency should release summary statistics involving officer compliments and complaints, making them easily accessible to the public via the agency's website.

B. Use of Force

I. Every Dane County law enforcement agency should track Use of Force.

i. Every Dane County law enforcement agency should have a policy to review all uses of force above compliant handcuffing. This policy should require reporting to ensure accountability and transparency.

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

Develop clear policy that an officer, involved in a critical incident resulting in great bodily harm¹ or death to a member of the public, shall not be allowed to patrol until all internal reviews, investigations and the District Attorney's analysis and decisions regarding the incident are complete.

McFarland PD Practices: *The policy and process related to filing an officer complaint is and has been posted on our website since its inception. With a few clicks, a citizen can easily locate our department directive, information on how to file a complaint, and the necessary form to do so. Additionally, the department does maintain statistical information on both citizen complaints and compliments received, utilizing computer software known as the Early Warning System that will alert administration to patterns or trends emerging in an officer's demeanor or practices.*

Regarding use of force, the department requires officers to complete a use of force form anytime a level of force above that of handcuffing is used. This form is submitted to a supervisor who is specially trained in use of force review. This supervisor reviews all information pertaining to the case, including officer reports and audio or video recording available, such as from body worn cameras and in-car camera systems. The supervisor then makes a recommendation to the Chief of Police as to the appropriateness of the force used and its compliance with department policy.

Any use of force that is deemed excessive or unreasonable by Wisconsin Department of Justice standards, department policy or for any other reason relating to any number of external factors is addressed by the Chief of Police. This could range anywhere from remedial training and/or disciplinary measures, including possible termination, to the filing of criminal charges. Additionally, the department video evidence supervisor regularly views routine contacts between officers and citizens, and recommends remedial training or other courses of action to the Chief of Police when necessary.

Department policy related to a use of force resulting in death or great bodily harm has been posted on our website for some time, including specific information regarding how the investigation will be handled and by what agency. Administrative leave of all officers involved is and has been standard practice. Our use of force policy is also available for review on our website.

Statistical information regarding officer complaints and use of force has always been available to the public through an open records request. If the public so desires, we will provide this information directly on our website.

Use of Force Work Group Recommendation # 3 - Cameras Technology has proven to be very effective in documenting police and citizen interactions. In particular over the last year and a half, there have been dozens of examples across the country where video footage of confrontations between law enforcement officers and the public have commanded our attention. Many of the video images are from cameras mounted on police squad cars, security cameras mounted on stores or other public venues, and most commonly from recording on personal cell phones of individuals witnessing the confrontations. Although not perfect, these images have enabled people who were not present to view video footage, from the perspective of the camera. While the officer or citizen's perspectives may differ from the camera's, many argue that the recent advances in technology that have led to the ability to capture video footage of incidents such as these, have led to a growing mistrust of the police. In particular, mistrust of the police in regard to Use of Force, as well as police accuracy in reporting of what actually occurred.

Fixed cameras in the public areas of a city and cameras within squad cars are widely accepted in the police profession and with the general public. However, when it comes to whether or not police should be allowed to wear cameras on their bodies to record more of their daily activities, the public is divided. Many cite the potential invasion of privacy, as not all police encounters occur in public areas. Hospitals and other medical facilities must consider potential conflicts between body cameras recording police interactions within medical settings and confidentiality requirements such as HIPPA. The visual recording of victims of crime, especially victims of sensitive crimes has caused many to question the use of body cameras. This example and many others have further complicated the discussion regarding issues of privacy related to images captured as a result of body cameras worn by police officers.

Another component of this complex issue is the current open records law which would grant access to the video footage captured by body cameras worn by police officers to anyone, as the law currently does with other government controlled records. It is alarming to some members of the public that the worst day of their lives, a day when the police are summoned, could be recorded and shared publicly to be watched repeatedly by complete strangers as well as their family and friends. These are just a few of the scenarios that must be considered when discussing the challenges that accompany the topic of body cameras worn by police officers. Taking all of the complexities into account, the Special Community/Police Task Force

recommends that all Dane County law enforcement agencies develop policies, procedures and practices – with the input of citizens – to address the challenges associated with the implementation of this critical technology.

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

- a. Dane County law enforcement agencies should outfit patrol cars with dashboard/squad car cameras.
- b. Dane County law enforcement agencies should explore outfitting patrol officers with body worn cameras, in communities where they are desired, with community-supported policies to govern use.
- c. Dane County law enforcement agencies with dashboard/squad car cameras and body worn cameras should conduct random reviews of footage to evaluate officer performance.

1. Policy

- a. Police and Community Leaders should advocate for the legislature to update open records laws to protect the privacy of citizen/police interactions captured in private spaces by body cameras worn by police.
- b. Create clear community-supported policies governing the use, activation and de-activation of dashboard/squad & body worn cameras and/or audio devices. The policy should include when recording is mandated, prohibited, retention periods and criteria to determine when video footage may be released to the public.
- c. Affirm the standing practice that Dane County agencies do not proactively capture facial images for the purposes of enforcing federal immigration laws.

McFarland PD Practices: *We have utilized in-car camera systems in our squad cars for the past 15 years. As for body worn cameras, the department began regularly utilizing them in 2013. As noted in a previous section, our video evidence manager does regularly conduct random reviews of video evidence as a means of quality control of the service we provide to our residents.*

Regarding policy, our department has long ago adopted clear and concise directives that regulate the use of video equipment, retention of video evidence, as well as the procedure for releasing video to entities outside of the department, including the public. The McFarland Police Department does not proactively capture facial images for the purposes of enforcing federal immigration laws, nor does it intend to in the future.

Regarding 1(a) above, the department does acknowledge the privacy rights of individuals related to the use of video equipment. That said, a request for the release of video evidence must meet higher criteria thresholds than that of an ordinary police record, such as a simple police report. The statutory balancing test of the rights of privacy vs. the rights of the public would be scrutinized to a much higher degree when deciding upon the release of video evidence. I as a police chief would need to know much more about the parameters of such legislation before I could issue a statement of support or non-support. This particular bullet point is much too vague to address at this point.

Use of Force Work Group Recommendation # 4 - Restorative Justice Steps must be taken to re-establish trust in the criminal justice system, especially within communities of color that have lost faith in the traditional forms of justice. This distrust causes friction, anger and frustration. This tension is sometimes manifested by residents who, when frustrated with the system, resist and even rebel against police.

Restorative Justice reduces the dependence on arrests. Arrests involve physically taking people into custody which can increase the likelihood of police needing to use force. Reducing arrests thereby can be linked with a reduced need to use force at all.

Some measures that police chiefs could undertake:

- Provide officers with the tools needed to encourage restorative justice practices. Tools include: options and support for officers to use discretion in lieu of arrests and citations; examine Madison's community court and relationship with Time Bank.
- Ongoing restorative justice circles with the community that occur on a regular basis to maintain empathy, understanding and trust as well as in response to events that may have caused harm and/or depleted trust between law enforcement and communities of color.

Restorative Justice is an important approach to reducing arrests and convictions. It is directly related to both implicit bias as well as Use of Force. The Law Enforcement and Leaders of Color Collaboration have identified Restorative Justice as one of the components to be assessed during their analysis of Implicit Bias.

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

First line supervisors play a critical role and can have great influence on how officers do their jobs. In order to be most effective the first line supervisor must be deployed in the field with the officers s/he supervises. Supervisors are a force for good when modeling positive behaviors, providing counseling and supervision, as well as for holding officers accountable for their behavior. They can also be a negative force when they overlook or reinforce inappropriate behaviors and practices. The role of the sergeants should be examined and evaluated for opportunities to strengthen their role.

- I. Provide additional and enhanced training for first line supervisors (sergeants) and reinforce their responsibility of monitoring street practices, and for modeling professional behaviors.
- II. Chiefs should ensure that the Chief's and department's values are put into actual practice on the street by patrol sergeants and officers.
- III. All levels of the organization should adopt and model their department's core values and hold others accountable for exercising and practicing their core values.
- IV. The Dane County Chiefs of Police Association should consider developing a mandatory frontline supervisor course for all departments throughout the county, to reinforce the critical role and responsibilities of those serving in this capacity.

McFarland PD Practices: *All supervisors within the agency receive the best training that is available to us upon promotion, and in many cases even before. It is routine for us to send officers expressing interest in or demonstrating aptitude in supervisory skillsets to this type of training prior to an opening occurring.*

We promote proficiency, accountability and integrity at all levels of our operation. When we hire or promote, we do not put an employee in any position unless they also have the aptitude to progress towards the next position above the. We make it clear that each and every day they come to work, they are actively auditioning for whatever might be next for them in their career, and we therefore expect compliance with the high standards of conduct and performance that we have established.

Accountability, integrity, ethics and competence are established at the very top level of the organization...the tone and standard is set there, and flows downward through the ranks through communication. Every level of employee within the organization understands our philosophies and departmental direction. The Chief of Police meets with command staff regularly – at least two to three times per month, and again prior to the department wide staff meeting. The

departmental direction, goals and standards are clearly communicated to the supervisory staff on a regular basis, and that message is then passed on to the other levels of the organization.

2. Develop Strategic Partnerships to strengthen recruitment efforts

The issue of diversity of police departments is an important one and is connected to the Use of Force by the police and the credibility of the police within the community. It is such an important topic that the Collaboration has identified it as one of the three topics needing further analysis by a separate task force. The Use of Force Task Force therefore will make only one statement about increasing diversity with the understanding that another task force will be commissioned to examine the issues and provide a robust set of recommendations.

The Special Community/Police Task Force believes that all Departments in Dane County should work harder to increase their diversity and to that end, develop robust recruiting, hiring and retention strategies. To aid in their efforts, the Task Forces advises that law enforcement agencies connect with organizations representing communities of color in an effort to increase their ability to identify diverse candidates with the skill and interest in serving in positions within law enforcement agencies across Dane County. Examples of these organizations include, but are not limited to: Urban League of Greater Madison, NAACP, African American Council of Churches, United Way of Dane County, Centro Hispano, Freedom, Inc., Boys and Girls Clubs of Dane County, etc.

McFarland PD Practices: *Recognizing that not unlike most suburban Dane County communities we typically received few if any applications from minority applicants, most specifically African American candidates, we recently sought assistance with our recruiting strategies during our past two police officer hiring process.*

We reached out to many of the individuals and/or associations that participated in the creation of this document. We asked for suggestions, comments, ideas or strategies to assist us in attracting African American candidates. Unfortunately, while we received one or two suggestions, the majority of the group was non-responsive to our requests. In most cases, emails were not returned. The few responses we did receive made suggestions that came with budgetary impacts that we simply do not have the funding to undertake.

We also sent our recruitment advertisement to the National Black Police Association (NBPA) asking them to post our recruitment notice. I received no response. Nonetheless, we remain

committed to enhancing our hiring processes to better reach African American applicants and look forward to other ideas that may surface through this process.

3. Continue to reward Police GUARDIAN behavior

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

McFarland PD Practices: *The McFarland Police Department prides itself in recognizing extraordinary performance of its employees, and for many different types of actions. Some relate to the actions listed above, while many involve efforts relating to community service and involvement, life saving and showing exceptional control and restraint in stressful situations.*

While you won't see the actual word "guardian" in our patrol manual, the core values of our department clearly reflect those concepts. Our officers are trained with a philosophy that clearly indicates that their primary every day function is that of service to the community first and foremost. In contrast, it is also understood that in some situations, such as that of an active shooter incident, in order to be a guardian one must function with a warrior mindset. This is a difficult balance to maintain, one which I believe our officers do an exceptional job keeping.

Section 2 Police Authority and Training

Police authority has two major components: legal authority and moral authority. In a democracy both are vital. Without both, especially moral authority, the police become very ineffective and are subjected to growing doubt, increased resistance and in some cases outright rebellion from the very residents they are sworn to protect. While the police maintain legal authority, based on the written and codified law until the legislature acts to change law, the public grants and can withdraw moral authority as it chooses to do so. Moral authority is the authority premised on principles or fundamental truths which are independent of written laws. As such, moral authority necessitates the existence of and adherence to truth. Both legal and moral authority should be components within law enforcement decision making.

It is critical that police undergo rigorous legal and tactical training and it is equally important that police undergo continuous ethics training and skill building with emphasis on, bias-free policing and training to understand and combat unconscious (implicit) bias. Police are and should be held to a higher ethical standard than the public, in the pursuit of justice and in the maintenance and strengthening of the community's support.

The Special Community/Police Task Force again calls attention to the Law Enforcement and Leaders of Color Collaboration identifying Implicit Bias as the second area of concern, necessitating the creation of a different task force to conduct its analysis.

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

The Special Community/Police Task Force recognizes and understands that police academy curriculum is standardized by the State of Wisconsin's Law Enforcement Standards Board (LESB). This Board is appointed by the Governor and is responsible for setting minimum hiring standards, academy standards, and quantifying the number of training hours those active law enforcement professionals must complete each year. The current minimum is 24-hours. With few exceptions, individual departments are responsible for determining the type of training to be conducted.

The Special Community/Police Task Force recommends the following regarding training of law enforcement officers:

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

McFarland PD Practices: *As stated previously, we long ago embraced these concepts, and our training is centered around them.*

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

McFarland PD Practices: *De-escalation has been a primary focus of our training consortium for quite some time. Our consortium enjoys some of the finest tactics instructors in Dane County,*

and all of the departments in our consortium are committed to sending these trainers to regular training so as to keep current with emerging trends.

Our officers are well versed in conflict resolution and de-escalation tactics, both physical and verbal. Here are a few recent incidents that highlight the fruits of these training efforts:

- In 2015, a McFarland Officer conducted a traffic stop on an intoxicated driver during night time hours. While conducting a pat down search, the suspect reached for and pulled out a handgun and began to point it at the officer. This could have resulted in a justifiable use of deadly force. The officer quickly and efficiently disarmed the suspect and took him into custody.*
- In early 2016, a McFarland Officer was assisting in the apprehension of a mentally ill felony violator. The officer was punched in the face, thrown head first through a metal screen door, and was pinned down on his back with the suspect straddling him and attempting to strangle the officer. This too could have resulted in a justifiable use of deadly force. The officer maintained incredible poise and calm, and despite his injuries was able to verbally control the subject and eventually take him into custody.*

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

McFarland PD Practices: *Professional communications is one of the primary focuses of our training efforts as well. We spend a great deal of time with verbalization techniques.*

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

McFarland PD Practices: *This has been a primary focus of our training programs for many years.*

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

McFarland PD Practices: *All McFarland PD supervisory staff have received specialized training on the post incident handling of an officer involved shooting.*

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

McFarland PD Practices: *This is a relatively new training endeavor for our consortium. McFarland PD specifically has begun the process of sending staff to this training. Our training consortium has also identified this as one of our upcoming training initiatives.*

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

McFarland PD Practices: *See # 6 above.*

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

McFarland PD Practices: *No comment, as this is outside of our purview or control.*

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

McFarland PD Practices: *McFarland PD far exceeds both the current and proposed standards. Our officers receive 40+ hours of basic in-service training, as well as an average of 24-30 hours of additional specialized training annually.*

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

McFarland PD Practices: *McFarland PD and our training consortium have been utilizing a variety of scenario-based training techniques for years. These include actual hands-on scenarios, the use of a computerized automated incident simulator, table-top exercises, verbal walkthroughs of incidents, as well as review of nationally reported real-life incidents. A premium is placed upon shoot / don't shoot scenarios.*

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

McFarland PD Practices: *McFarland PD implemented the use of ECD's several years ago. We have none of the policy restrictions indicated above.*

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

McFarland PD Practices: *As indicated previously, disengagement is a focal point of our training regardless of the type of threat presented.*

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

McFarland PD Practices: *While we do not currently have a policy specifically related to foot pursuits, skills and considerations regarding these are incorporated into our training curriculum and in other related policies. We will evaluate the need to create a specific foot pursuit directive in the future.*

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

McFarland PD Practices: *As indicated previously, implicit bias and cultural awareness training are amongst our training focus in the immediate future. We accept and look forward to the future programming that will be offered by the AACC.*

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

McFarland PD Practices: *This is also a relatively new topic in the training world, one which we agree is important moving forward. We intend to incorporate this topic into our training efforts moving forward.*

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

McFarland PD Practices: *See # 15 above.*

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

McFarland PD Practices: *We have already begun to integrate this into our training.*

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

McFarland PD Practices: *McFarland PD has no dispatch center.*

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

Section 3 Engage and Educate the Community

A. Create greater public awareness and educate the community on safe interactions for all
The Task Force had many discussions regarding how the public is often unaware of how their unintended behavior can increase stress and tension during an interaction with the police, and how their actions warrant an increase in the Use of Force continuum.

Example #1: Raising one's voice, while clenching one's fists, while also refusing to follow a directive from the police.

Example #2: (On a car stop) Reaching into a glove compartment to retrieve a wallet or proof of registration before the officer has reached the window and requested those items. This may

lead the officer to believe the individual is reaching for a weapon or attempting to hide contraband.

Example #3: Refusing to follow an officer's command to show hands or refusing to drop whatever is in one's hand can escalate the officer's response.

1. The AACC, Urban League, NAACP, Centro Hispano, Freedom Ink and others, in partnership with DCCOPA should develop training to educate the public on how to stay safe during police encounters.

McFarland PD Practices: *On our website, you will find a link to a document entitled "You and the Law: A Guide to interacting with McFarland Police Officers". This information has been on our website for roughly one year, and explains not only how to safely interact with police officers, but also contains information on your rights, as well as what you can and cannot do during such an interaction.*

- a. Community groups should educate the public about the Use of Force Continuum and how different actions may prompt an escalation in the law enforcement officer's Use of Force.
- b. Community groups should conduct training for citizens, especially young adults about how to have a safe interaction with law enforcement. i.e., Ten Steps, Know Your Rights, etc.

2. All Dane County Law Enforcement Agencies to put Use of Force policies and other pertinent information regarding stops, arrests and reported crimes on their websites and otherwise available to the public.

McFarland PD Practices: *Our directives related to use of force, officer involved death and other related topics are available on our website. We report information regarding traffic stops, arrests and crime information in our annual reports, also found on our website.*

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

Throughout Dane County citizens want greater transparency from law enforcement agencies. Additionally, there is a desire for genuine engagement of the community. Also desired is the opportunity for citizens to understand their rights and the expectations of law enforcement officers in various situations. This is also seen as instrumental to the success of relationship building.

1. Police and Fire Commission²

a. Currently, police commissions have no obligation to actively listen to or seek out the public's opinion on issues involving the police department. In communities where police commissions exist, the commissioners must make a greater effort to receive feedback regarding how their communities are policed. This information must be collected directly from the public, at various times throughout the year.

McFarland PD Practices: *The police department has no functional or supervisory control of the Police and Fire Commission, its practices or its policies. Rather, the opposite is true...the Police and Fire Commission oversees aspects of police operations. Much of what the Commission does is directly regulated by State Statute.*

b. Police and Fire Commissions (PFC) and law enforcement officials should involve members of the community in hiring and promotional panels. This is especially important when an officer is assigned to a particular neighborhood or school. Voices representing the diversity of the particular neighborhood should be actively sought.

McFarland PD Practices: *The Police and Fire Commission is made up of members of the community...frankly, that is the point of the Commission. They are a group of citizen members, of which any interested community member is free to express interest in, that have oversight of the police department. That said, in larger communities where officers are specifically assigned to neighborhoods, further outreach and involvement may make a great deal of sense.*

c. PFC should develop an easily accessible system to report compliments, complaints and police Use of Force.

McFarland PD Practices: *The police department has no functional or supervisory control of the Police and Fire Commission, its practices or its policies. Rather, the opposite is true...the Police and Fire Commission oversees aspects of police operations. Much of what the Commission does is directly regulated by State Statute.*

d. Ensure the police and fire commission, is comprised of a diverse array of citizens that include racial and economic diversity that represents the collective community.

McFarland PD Practices: *The police department has no functional or supervisory control of the Police and Fire Commission, its practices or its policies. Rather, the opposite is true...the Police*

and Fire Commission oversees aspects of police operations. Much of what the Commission does is directly regulated by State Statute.

e. Educate the public on how complaints and compliments can be filed against or about the police.

McFarland PD Practices: *The Police and Fire Commission does not currently have their own webpage. That said, contact information of Commissioners can be found on the Village website.*

2. Develop relationships with community leaders

- Seek, develop and cultivate genuine relationship with neighborhood community members. Ensure that relationships are based on a culture of openness and trust; don't wait until a crisis occurs.
- Develop an ongoing community interface through which police can solicit community assistance and collaboration on ideas and programs to foster better communication, transparency and relations with the community.
- Include relational-based conversations during training: for example, invite young African-American men and people of color to address the trainees as well as current police staff. This training should be held within community centers and can cover a variety of subjects including cultural awareness, proper way to approach and greet, community feelings and concerns about the police.
- Collaborate with residents to develop best practices regarding community policing. Be certain to include lessons learned from situations that did not go well across the country.
- Openly discuss the effects of poverty, unemployment, single-parent homes, lack of afterschool activities and how these challenges affect the relationship between law enforcement and residents.

McFarland PD Practices: *As previously stated, the police department has no functional or supervisory control of the Police and Fire Commission, its practices or its policies. Rather, the opposite is true...the Police and Fire Commission oversees aspects of police operations. Much of what the Commission does is directly regulated by State Statute.*

Section 4 Ensure officer well-being

Due to the nature of their work and their around the clock schedules, officers are at risk for finding unhealthy ways in dealing with stress and frustration. Some officers will self-medicate, become distant from family and friends. Others will discontinue activities they once enjoy. In some cases officers may develop Post Traumatic Stress Disorder (PTSD) or serious depression. Suicide in law enforcement is not uncommon. Law enforcement and Labor leaders have an obligation to encourage and support a healthy workforce. Leadership must reassure and assist officers in need of help. And, officers must be encouraged to ask for and receive help, without risking trust or advancement opportunities for taking that most courageous step.

- B. Encourage officers to have regular mental and physical wellness assessments and check-ups
 - 1. Develop employee wellness programs, focusing on mental health, physical health and nutrition.
 - 2. Use trauma-informed practices for secondary trauma to field officers.
 - 3. Support restorative, scientifically-supported work schedules and practices for law enforcement employees to allow for decompression and account for everyday trauma.

McFarland PD Practices: *This is an area of recent focus by our training consortium. Training on officer survival, the importance of healthy lifestyle, substances abuse and good mental health are topics that have come to the forefront of our training focus. A particular focus on the causes, symptoms and treatments of PTSD has been identified, including supervisory awareness and the detection of early warning signs.*