

# 2024 Operational Overview

## *Village of Maple Bluff Police Department*



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*“THE PRIMARY AND MOST CONCERNING RISKS TO OUR COMMUNITY’S SAFETY STEM FROM VIOLENT CRIMINALS AND REPEAT OFFENDERS ENGAGING IN OR ABOUT TO ENGAGE IN CRIMINAL BEHAVIOR, AS WELL AS RECKLESS DRIVERS. THESE INDIVIDUALS PRESENT THE MOST SIGNIFICANT THREAT TO THE PUBLIC’S WELFARE WITHIN OUR COMMUNITY, MAKING THEM THE FOCUS OF OUR EFFORTS. VIOLENT CRIMINALS AND HABITUAL OFFENDERS DELIBERATELY INFLICT HARM ON OTHERS, RESULTING IN AN EXCESSIVE NUMBER OF VICTIMS AND CRIMES. IN THE SAME VEIN, DRIVERS WHO ARE RECKLESS SIGNIFICANTLY INCREASE THE LIKELIHOOD OF OTHERS BECOMING VICTIMS OF ACCIDENTS, INJURIES, OR WORSE. TO COUNTERACT THESE THREATS TO SAFETY, THE MAPLE BLUFF POLICE DEPARTMENT IMPLEMENTS A PROBLEM-ORIENTED POLICING STRATEGY AND RELATED POLICIES. THESE INITIATIVES AIM TO DETER HIGH-RISK OFFENDERS FROM PERSISTING IN THEIR DAMAGING BEHAVIORS, THEREBY DECREASING THE NUMBER OF VICTIMS, AND ENHANCING PUBLIC SAFETY IN OUR VILLAGE.”*

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## A Message from the Chief of Police

The information in this document is intended to enhance understanding of the operations and culture within the Maple Bluff Police Department (MBPD). The document covers topics ranging from policing strategies and philosophies to operational priorities and equipment. Ultimately, the 2024 Operational Overview describes the alignment between daily operations and our mission, values, and leadership philosophy. Our team's awareness and familiarity with this document is intended to enhance operational professionalism and increase the trust between MBPD staff and the community we serve.

### Our Mission

**We passionately deliver exemplary public services and responsible governance to improve the experience and value of our community.**

### Our Core Values

**Integrity, Compassion, Trust, and Dedication.**

Our leadership philosophy reinforces a unified commitment to our values, priorities, and approach to decision making. All police officers are leaders, and all leaders are expected to evaluate information and respond to situations through the guiding principles of authentic leadership, autonomy and feedback, and personal accountability.

- **Authentic Leadership** – Provide a common vision for the future, demonstrate service to others, have a conviction of values, maintain genuine relationships, and have strong foundations of self-awareness.
- **Autonomy and Feedback** – Autonomous leadership, delegation of responsibility, and proactive approach toward two-way feedback encourages our team to perform freely within set limits, which in turn promotes independence, self-discipline, initiative, and learning among all.
- **Personal Accountability** – Pursue the courage to constantly remain un-wavered by physical danger, moral dilemma, or emotional strain; practice temperance by exercising exemplary self-control in all decisions and actions; seek wisdom and acknowledge that we are accountable for our thoughts, actions, and choices; finally, strive for justice by honoring fairness in all aspects of life.

I extend my appreciation to every member of the MBPD for their commitment to upholding our department's values and principles. It is my firm belief that through our unwavering dedication, we not only enhance the public's trust in our actions but also fortify the safety and well-being of our community.

## Our Comprehensive Strategy

The Village of Maple Bluff Police Department (MBPD) approaches policing in a comprehensive manner that synthesizes problem-oriented policing, community-oriented policing, and procedural justice to create a safer, more secure community. We believe that these three strategies, when integrated effectively, generate optimal policing practices that enhance public safety.

**1. Problem-oriented policing** forms the foundation of our overall strategy. We are committed to identifying and addressing the most harmful crimes and safety threats in our community, while using proven solutions and our knowledge of trends to guide our actions. We believe that by focusing on the problems that detract from public safety, rather than merely reacting to individual incidents, we can create more effective, long-term solutions.

**2. Community-oriented policing** is at the heart of our approach. We aim to build strong, collaborative relationships with our community members, recognizing that they are our partners in crime prevention. We believe that by engaging with our community, understanding their concerns, and working together to develop solutions, we can create a safer, more secure environment for all.

**3. Procedural justice** underpins all our interactions. We are committed to treating all individuals with fairness and respect, ensuring transparency in our actions, and offering community members a voice in the decisions that affect them. We believe that by upholding the principles of procedural justice, we can build trust, enhance legitimacy, and foster cooperation between the police and the community.

The MBPD is dedicated to a holistic policing approach that unifies the most effective strategies. By addressing the most harmful crimes through problem-oriented policing, building collaborative relationships with the community through community-oriented policing, and upholding the principles of fairness and transparency in all interactions via procedural justice, we strive to create an environment of optimal policing practices. This synthesis not only enhances public safety but also fosters trust, legitimacy, and cooperation between our team and the community, ultimately contributing to the creation of a safer and more secure Maple Bluff community for everyone.

## Identifying Risks to Life and Safety

Identifying the greatest risks to life and safety in a residential community such as ours can vary depending on various factors such as location, demographics, and specific circumstances. However, researching the most common threats to our community in 2022 sheds light on how we prioritize keeping our residents safe into the future:

**1. Traffic Accidents:** Road traffic accidents are a leading cause of death globally. In residential areas, like our community, traffic accidents pose a significant threat to life and safety. *The Wisconsin Department of Transportation estimates that “about 3,000 people are injured by a reckless driver every year in Wisconsin; 118 people were killed in 2022”. More locally, Dane County experienced nearly 9,000 vehicle crashes with approximately 20% resulting in injury or death in 2022, 44 of which were fatalities. As a contextual comparison, Dane County experienced 12 homicides in the same year. **Notably in 2022, approximately 53% of MBPD pursuits involved a suspect who presented a public safety risk prior to the initiation of the pursuit (i.e. threats or acts of violence, reckless driving, driving through traffic signals without regard for public safety, excessive speeding, weaving recklessly through traffic, etc.). More concerning, this number rose to 75% in 2023.***

**2. Crime Rates:** Crime rates, including property crimes and violent crimes, can impact the safety of our residents and the general experience of our community. We are fortunate that the vast majority of our community members do not experience crime first-hand, but it is notable that almost all the crime we experience is committed by non-residents. *In 2022, the MBPD investigated approximately 140 serious crimes that occurred in our community including 15 instances of reckless endangerment, 3 instances of simple assault, 6 instances of intimidation, 6 weapons law violations, 85 property crimes, and 25 drug violations. In the same year, our officers generated approximately 2,495 calls for service, managed 316 cases, performed 94 arrests, issued 294 criminal charges, and engaged in 43 vehicle pursuits. **Notably in 2022, approximately 64% of MBPD arrest subjects had an active warrant or were actively violating probation, parole, or other release conditions. Similarly, approximately 63% of pursuits involved a suspect with a direct nexus to criminality (i.e. violent offender, repeat offender, stolen vehicle, etc.). More concerning, these numbers rose to 70% and 66% respectively in 2023.***

**3. Fire Hazards and Medical Emergencies:** Residential fires and medical emergencies can result in a loss of life, property damage, resident displacement, financial struggle, and emotional trauma. *In 2022, the Maple Bluff Fire Department responded to a total of 134 calls for service, 25 of which were fire calls and 56 were EMS related. Notably, in 2023 these numbers rose to 175 total calls – 30 fire and 75 EMS.*

**4. Natural Disasters:** Natural disasters such as tornados, floods, heat waves, blizzards, and cold weather events can pose significant threats to life and safety. *Notably, in 2022 extreme weather conditions led to a concerning number of power outages in our community.* We maintain active communication and relationships with private industry as well as county, state, and federal government partners to ensure we are well-positioned to manage these often-unforeseeable events. Additionally, we strive to ensure our staffing levels and facilities remain ready to assist residents in the event of a power outage or major event.

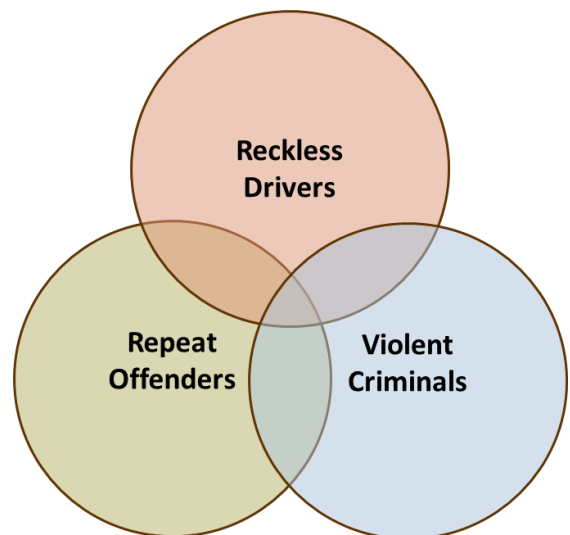
Safeguarding the lives and safety of our residents involves a multifaceted approach, considering the diverse range of risks we face. The data from 2022 highlighted the key priorities for our 2023 public safety initiatives, with a law enforcement focus on deterring criminal and reckless driving behaviors in our community.

## Public Safety Risks in our Community

Pinpointing the greatest persistent threat to public safety is challenging, as threats can come from various sources and contexts. The level and nature of threats can vary depending on factors such as geographical location, socioeconomic conditions, and prevailing social issues. Some common threats to public safety include violent criminals, organized crime groups, terrorist organizations, gangs, domestic violence perpetrators, repeat offenders, impaired drivers, and reckless drivers.

**Evaluated in relation to our unique environment, circumstances, and crime profile, the MBPD assesses violent criminals, repeat offenders, and reckless drivers present the most likely and impactful risks to the safety of our residents.**

Addressing all risks requires a comprehensive approach that includes effective law enforcement, community engagement, prevention programs, social services, and addressing underlying societal issues such as poverty, inequality, and lack of access to education and healthcare. We think it is worthy to note that, as a small department surrounded by a much larger city, only a few of these variables are within our immediate ability to influence – we focus on those.



## Risks from “Violent Criminals”

Violent criminals are individuals who engage in acts of violence against others, causing physical harm, injury, or death. These individuals commit offenses that involve the intentional use of force or threat of force to harm or intimidate others. The term "violent criminals" encompasses a range of offenses, which may include individuals who have committed homicides, assaults, domestic assaults, sexual offenses, and robberies among others. Violent criminals are also disproportionately connected to organized crime, street gangs, prison gangs, or other criminal entities for support, resources, and protection.

Addressing violent crime requires a comprehensive approach that includes effective law enforcement, prevention programs, access to mental health services, community engagement, and addressing underlying societal issues such as poverty, inequality, and

lack of opportunities. We appreciate and support those individuals and entities outside of law enforcement who consistently strive to address the areas we cannot.

### Risks from “Repeat Offenders”

The rate at which criminals reoffend, also known as recidivism, can vary widely depending on several factors, including the nature of the original crime, the individual's personal circumstances, the support and rehabilitation services available to them, and the country or region in question. That said, research suggests that a significant proportion of crime is committed by repeat offenders.

According to a study published in the Journal of Quantitative Criminology, repeat offenders are responsible for a substantial portion of criminal activity. The study found that **a small percentage of individuals are responsible for a disproportionate amount of crime. These repeat offenders tend to have extensive criminal histories and engage in a wide range of criminal activities.** Another study published in the Journal of Research in Crime and Delinquency analyzed data from the Philadelphia Police Department and found that **repeat offenders were responsible for a significant portion of violent crimes, property crimes, and drug offenses.**

At the same time, we know that having a criminal history is not a basis for a law enforcement investigation or arrest; active unlawful or reckless behavior is. Finally, the extent to which repeat offenders contribute to overall crime rates can vary across different jurisdictions and time periods. **In 2022, approximately two out of every three arrests made by the MBPD were of subjects who were wanted, had a warrant, or were actively observed violating probation, parole, bail, or bond conditions – AKA repeat offenders.**

Efforts to address repeat offending often involve targeted interventions such as *focused deterrence strategies*, probation and parole supervision, and rehabilitation programs aimed at reducing recidivism rates and preventing further criminal activity by repeat offenders. As with the challenges in addressing violent offenders, we appreciate and support those individuals and entities outside of law enforcement who consistently strive to address the areas we cannot.

### Relationship Between “Violent Criminals” and “Repeat Offenders”

The relationship between violent criminals and repeat offenders is important to note, although not all violent criminals are repeat offenders, and not all repeat offenders are violent criminals.

According to a report by the U.S. Bureau of Justice Statistics, about *83% of prisoners released in 2005 across 30 states were arrested at least once in the nine years following their release.* However, this statistic includes all types of crime, not just violent offenses.

When looking specifically at violent offenders, the same study found that *about 71% of violent offenders were arrested for a new crime within five years of release, with about 33% arrested for another violent crime.*

It is important to note that these figures can vary widely from one jurisdiction to another and depending on the specific population being studied. Furthermore, **these statistics only account for crimes that result in an arrest, so the actual rate of reoffending may be higher.**

Efforts to reduce recidivism rates among violent offenders often focus on rehabilitation and reintegration programs, including mental health services, substance abuse treatment, education and job training, and housing assistance. These programs aim to address the underlying issues that contribute to criminal behavior and provide individuals with the tools and support they need to lead law-abiding lives after release.

### Prioritizing the Crime Committed by “Repeat Offenders”

Many past offenders do not go on to commit more crimes, however when we encounter someone committing crime there is a disproportionate likelihood that they have offended before. To that end, arresting repeat offenders who continue to engage in criminal activity is important for several reasons:

- 1. Public Safety:** Repeat offenders who persist in criminal behavior, especially those involved in violent or reckless crime, pose a continued threat to public safety. By arresting repeat offenders who are actively engaged in criminal activity, law enforcement helps protect potential victims and prevent further harm.
- 2. Accountability and Deterrence:** Arresting repeat offenders who persist in criminal behavior holds them accountable for their actions and sends a message that criminal behavior will not be tolerated. This can act as a deterrent to both the individual and others who may be considering engaging in criminal activity.
- 3. Disruption of Criminal Networks:** Repeat offenders may be part of criminal networks or gangs involved in organized crime. By arresting them, law enforcement can disrupt these networks, dismantle criminal operations, and reduce the overall impact of criminal activity in a community.
- 4. Rehabilitation Opportunities:** Arresting repeat offenders who persist in criminal behavior can provide an opportunity for intervention and rehabilitation. Incarceration can offer access to programs and services aimed at addressing underlying issues such as substance abuse, mental health problems, or lack of education and job skills. These interventions can help break the cycle of criminal behavior and support the individual's successful reintegration into society.



**5. Justice for Victims:** Arresting repeat offenders who persist in criminal behavior can provide a sense of justice and closure for victims of crime. It demonstrates that the criminal justice system takes their experiences seriously and is committed to holding offenders accountable for their actions.

While arresting repeat offenders who persist in criminal behavior is a crucial aspect of law enforcement, it should be part of a broader approach that includes prevention, intervention, and rehabilitation efforts. Addressing the root causes of criminal behavior and providing support and resources to individuals upon release can help reduce recidivism rates and promote long-term public safety.

## Risks from Reckless Drivers

As previously identified, traffic accidents are a leading cause of death globally and pose a significant threat to life and safety in residential communities. Reckless drivers and speeders exacerbate these risks and detract from public safety in several ways:

- 1. Increased Risk of Accidents:** Reckless driving and speeding significantly increase the risk of accidents. When drivers exceed the speed limit or engage in dangerous maneuvers such as weaving in and out of traffic, they have less control over their vehicles and reduced reaction times. This can lead to collisions with other vehicles, pedestrians, or objects on the road, endangering the lives of everyone involved.
- 2. Reduced Ability to Respond:** Speeding and reckless driving impair a driver's ability to respond to unexpected situations on the road. When traveling at high speeds, it becomes more difficult to react to sudden changes in traffic patterns, road conditions, or the actions of other drivers. This lack of responsiveness can lead to accidents and make it challenging to avoid collisions.
- 3. Increased Severity of Accidents:** Speeding and reckless driving also contribute to the severity of accidents. When vehicles are traveling at high speeds, the force of impact in a collision is significantly greater, increasing the likelihood of severe injuries or fatalities. Reckless driving behaviors, such as running red lights or driving aggressively, can also escalate the severity of accidents by causing multiple-vehicle collisions or causing vehicles to roll over.
- 4. Endangering Pedestrians and Cyclists:** Reckless drivers and speeders pose a significant threat to pedestrians and cyclists. When drivers fail to obey traffic laws or drive at excessive speeds, they may not have enough time to react to pedestrians crossing the road or cyclists sharing the same space. This can result in serious injuries or fatalities for vulnerable road users.
- 5. Influence on Other Drivers:** Reckless driving and speeding can influence other drivers on the road. When drivers observe others engaging in dangerous behaviors, they may feel

pressured to match their speed or engage in similar reckless actions. This can create a domino effect, increasing the overall risk of accidents and endangering the safety of all road users.

To mitigate these threats to public safety, law enforcement agencies enforce traffic laws, conduct speed enforcement operations, and educate the public about the dangers of reckless driving and speeding. Additionally, public awareness campaigns, improved infrastructure, and stricter penalties for traffic violations can help deter these behaviors and promote safer road practices.

## Addressing Crime and Public Safety Risks in Maple Bluff

*The primary and most concerning risks to our community's safety stem from violent criminals and repeat offenders engaged in or about to engage in criminal activity, as well as reckless drivers. These individuals present the most significant threat to the public's welfare within our community, making them the focus of our efforts. Violent criminals and habitual offenders deliberately inflict harm on others, resulting in an excessive number of victims and crimes. In the same vein, reckless drivers significantly increase the likelihood of others becoming victims of accidents, injuries, or worse.*

To counteract these threats to the safety of our community, the MBPD implements a Problem-Oriented Policing Strategy and related policies. These initiatives aim to hold offenders accountable and deter them from persisting in their damaging behaviors, thereby decreasing the number of victims, and enhancing public safety.

## Our Problem-Oriented Policing (POP) Philosophy

**Our philosophy for problem-oriented policing is centered on the principle that a safe community is the product of strategic crime prevention, targeted intervention, and collaborative efforts. We believe that by proactively focusing on the illegal and unsafe actions of violent criminals, repeat offenders, and reckless drivers, we can significantly enhance the safety and security of our community.**

We understand that these problems are often symptoms of deeper societal issues, and, within our scope of influence, we aim to offset these underlying factors in our policing strategy. We do so by **identifying patterns, priorities, and trends; and using our understanding of the problems to guide our actions while ensuring that our resources are used effectively and efficiently.** Similarly, we recognize the importance of community engagement in our efforts. **We aim to build strong relationships with community members, fostering trust and open communication.** We believe that our community members are crucial partners in our efforts to combat crime and enhance safety.

Ultimately, **our goal is to not only respond to crime but to prevent it.** By focusing on crime and the unsafe actions of violent criminals, repeat offenders, and reckless drivers,

we aim to create an environment where crime and reckless behavior cannot thrive. We believe that through proactive, problem-oriented policing, we can make a significant, lasting impact on the safety of our community and surrounding neighborhoods.

## Our POP Operational Priorities

The concept of problem-oriented policing can seem vague and amorphous to those without the background or experience in policing strategy. To help clarify and operationalize this widely utilized approach, the MBPD focuses on six priorities:

**1. Proactivity:** We identify predictable patterns of behavior that contribute to violent crime, repeat offending, and reckless driving. We then use this information to help anticipate potential problems in our community and attempt intervention before safety issues or crime occur. This involves targeted patrol routines that focus on community thoroughfares from neighboring communities, conducting a high-volume of citizen contacts, and establishing safety campaigns to discourage crime and reckless driving.

**2. Communication:** We establish and maintain clear lines of communication within the police department, with other village departments, neighboring agencies, and with our community. Constant briefings and updates are provided to all officers about ongoing issues and strategies. Similarly, we consistently strive to understand our community's needs, inform residents about our proactive policing strategy, and to gather their input and feedback through our Citizens Safety and Police Committees.

**3. Presence:** We strive to maintain a police presence in all areas of our community to deter violent crime, repeat offenders, and reckless drivers. Despite having a small team and limited ability to staff more than one officer on duty at a time, our officers are highly active, conduct foot patrols, seek out community policing opportunities, and participate in specialized traffic and crime enforcement operations. Additionally, we have intentionally placed automated license plate reading technology throughout the community to enhance our public safety video surveillance system. These tools enable our officers' while serving as visual reminders that deter potential offenders and reassure residents of our ongoing efforts to keep them safe.

**4. Rapid Response:** Given the small size of our community, we leverage our ability to rapidly respond to all incidents, not just incidents of violent crime, repeat offending, and reckless driving. We strive to improve processes, procedures, staffing, and administrative obligations that often compete with and detract from our officers' patrol duties. Rapid response is essential to minimize harm, apprehend offenders, and demonstrate our commitment to community safety.

**5. Public Engagement:** We consistently seek to engage with our community so we can understand their concerns, gather information, and build partnerships. Despite limited staffing, we attend community meetings and events, update the public through our

website and social media, and engage in collaborative problem-solving initiatives. Ultimately, public engagement enhances trust, improves intelligence, and can mobilize community resources.

**6. Investigative Vigor:** We invest in training and resources to enhance the investigative skills of our officers. Given our size, highly technical investigative expertise is difficult to establish and maintain. To offset this challenge, we incentivize and encourage specialized training in investigation for all our officers. Strong investigations increase the chances of successful prosecutions, deter potential offenders, and provide justice for victims.

Our capacity to pursue these operational priorities is consistently reviewed and updated to ensure we remain effective and responsive to the needs of our community. We are committed to a proactive, problem-oriented policing strategy that enhances community safety and builds public trust.

## Costs and Benefits of Proactive Policing

Not every police department can police proactivity like we do. That said, every decision comes with tradeoffs and proactive policing is no different. As such, it is important to understand the general tradeoffs and seek to mitigate costs when able.

### ***Common Costs of Having a Proactive Police Department:***

- 1. Financial Costs:** Proactive policing can require more resources, including personnel, equipment, and technology. This can lead to increased costs for the police department and the community it serves.
- 2. Perception of Over-Policing:** Proactive policing can sometimes lead to a perception of over-policing, which can result in strained relationships between the police and the community.
- 3. Perception of Bias:** Some proactive policing strategies can lead to concerns of bias, which may further strain relationships between the police and the community.
- 4. Increased Stress for Officers:** Proactive policing can be more stressful for officers, as it requires them to constantly be active and alert, rather than simply responding to calls.

### ***Common Benefits of Having a Proactive Police Department:***

- 1. Crime Prevention:** Proactive policing can help to prevent crimes before they occur, rather than simply responding to them after the fact. This can lead to safer communities and lower crime rates.

**2. Community Engagement:** Proactive policing often involves community engagement, which can help to build trust and cooperation between the police and the community.

**3. Increased Efficiency:** By preventing crimes before they occur, proactive policing can help to make the police department more efficient. Reducing the need for highly laborious investigative activity frees up resources for other important tasks.

**4. Improved Public Safety:** Ultimately, the goal of proactive policing is to improve public safety. By preventing crimes and engaging with the community, proactive policing can help to create safer, more secure communities.

### Balancing Costs and Benefits of Proactivity

Understanding the costs and benefits of proactive policing, we strive to find an appropriate balance for optimal community experience through:

**1. Community Policing:** We emphasize building relationships and working closely with community members. This allows us to build trust, improve communication, and foster a sense of shared responsibility for public safety.

**2. Training and Education:** We prioritize officer training in proactive policing strategies that respect civil rights and reduce potential for bias. This includes training in de-escalation techniques, cultural sensitivity, and implicit bias.

**3. Transparency and Accountability:** We are transparent about our policies and practices, and we hold ourselves and our officers accountable for actions.

**4. Use of Technology:** We use technology to enhance proactive policing efforts. This includes proprietary and privileged law enforcement intelligence tools, a public safety video surveillance system, and Flock automated license plate reading technology. These tools are all used responsibly to avoid a misperception of over-policing, violation of privacy, or bias.

**5. Regular Evaluation:** We regularly evaluate our proactive policing strategies to ensure they are effective and not causing harm to the community. We review data on crime rates and operational outcomes, as well as conduct thorough investigations into any public complaints and adjust our practices as necessary or appropriate.

**6. Community Input:** We respect and value input and feedback from our community. Our Citizen's Safety and Police Committees are strategic partners in our ability to maintain these lines of communication. We consistently look for, and are open to, new opportunities for other forms of helpful public input.

**7. Balanced Approach:** We ultimately seek to maintain a balanced approach that combines proactive policing with reactive policing to ensure that we are not only preventing crime, but also responding effectively when it does occur.

### Flock Automated License Plate Reader (ALPR) System Data Use

In 2023, we invested in 7 Flock ALPR readers that are strategically placed throughout the Village. Information about how the Flock ALPR system is utilized by the MBPD to support our public safety obligations is available on our police department webpage (<https://villageofmaplebluff.com/police/>).

Flock Safety technology captures objective evidence without compromising individual privacy. Notably, Flock auto-purges data after 30 days unless an officer has an investigative or public safety reason to retain images for longer. We utilize retroactive search to solve crimes after they've occurred. Additionally, we utilize real time alerting of hotlist vehicles to capture wanted criminals. In an effort to ensure proper usage and that “guardrails” are in place, policies and usage statistics are available to the public on our webpage and at <https://transparency.flocksafety.com/maple-bluff-wi-pd>.

### Unmarked Police Vehicles

Police officers face real and persistent threats in performing their duties and agency leaders have an obligation to keep their officers safe – we do this through mitigation. *Between 2013 and 2022, approximately 515 law enforcement officers were feloniously killed in the United States. 167 of those officers were killed while performing investigative or enforcement duties, 87 were ambushed, and 54 were the result of an unprovoked attack. Similarly in 2022, more than 66,000 officers were assaulted with 33% sustaining injuries.*

Unmarked squad vehicles can play a crucial role in mitigating the threat to our officers and many police departments around the country use them, including the Madison Police Department. The inconspicuous nature of unmarked vehicles allows officers to blend into their surroundings, making them less likely to be targeted. They also enable officers to approach potentially dangerous situations discreetly, reducing the risk of escalation. Furthermore, unmarked vehicles can be used for surveillance and stakeouts, providing an additional layer of safety for officers on duty. Thus, unmarked squad vehicles are an essential tool in enhancing officer safety and reducing the inherent risks of the profession.

The MBPD began utilizing unmarked squad cars in 2016 when we started the MBPD K-9 program. As a vehicle that our K-9 officer took home, the squad car was intentionally designed as unmarked to promote the officer’s safety – we understood that a marked squad car is easily identifiable from a greater distance, can subject an officer to unwanted attention or attack, and present a serious safety risk from individuals wanting

to target the officer or their family. During this trial period, we also found that by maintaining a recognizable but lower profile our K-9 officer could better observe crime and thus, gather evidence that directly enhanced probabilities of successful prosecutions.

In 2020, understanding the potential benefits of unmarked vehicles, we replaced two marked squad cars with one unmarked car and one marked car that was outfitted with more subdued “ghost graphics”. These subdued graphics are often adopted by agencies, such as ours, who wish to establish a balance between the benefits of traditional marked vehicles and those that unmarked vehicles can bring to operations. Ultimately, unmarked squad cars are used by police for a variety of reasons, particularly in patrol operations:

- 1. Investigative and Enforcement Capacity:** Unmarked cars are less noticeable, allowing police officers to blend in with regular traffic and observe criminal activity without being easily detected. This can be particularly useful in patrol operations or when trying to catch drivers committing traffic violations.
- 2. Deterrence:** The knowledge that any car could potentially be a police vehicle can act as a deterrent for reckless driving and other criminal activities. Our officers operate with a finite set of resources and can only be in one location at a time. Deterring criminal activity and unsafe behavior is an invaluable component of our operational strategy.
- 3. Versatility:** Unmarked cars can be used in a wider range of operations. Although we primarily conduct patrol operations, law enforcement is a dynamic profession that can require a multitude of investigative actions. Unmarked vehicles enable our officers to perform patrol and investigative duties in varying circumstances.
- 4. Efficacy and Safety:** Unmarked cars can sometimes arrive at the scene of a crime without alerting or alarming the suspects, increasing the chances of catching them in the act. A lower profile approach to crimes in progress also enhances officer safety. Ultimately, limiting immediate distinction as a police vehicle also serves to reduce safety concerns when the vehicle is utilized outside of our jurisdiction, issued as a take-home vehicle, used for travel to training, and transported to maintenance facilities.
- 5. Reduce Bias Potential:** When police use unmarked cars, they may be able to reduce the likelihood of bias in their policing. Potential offenders won't know to change their behavior based on seeing a marked police car, allowing officers to make and use objective observations to inform fair and impartial enforcement decisions.

## Green Uniform Option

When updating our Police Department patch and uniform regulations in early 2023, we added an option for officers to wear olive drab green with their Class B uniforms. Black is still an option, and regularly worn. The introduction of green uniforms was intended to boost morale of our team, and offers several potential operational benefits:

1. **Crowd Visibility:** Green can be distinctly visible, making officers easy to spot in a crowd. Enhanced identification in crowded areas and special events can be beneficial for public safety and help deter potential criminal activity.

2. **Environmental Blending:** In other situations, such as naturalistic or wooded settings, green uniforms can provide camouflage, helping officers maintain a tactical advantage by blending in with their surroundings. Whether in the Village or providing mutual assistance to a neighboring agency, our officers often find themselves in varying environments that make green a more versatile color.

3. **Calming Effect:** Some research suggests that the color green can have a calming effect and may be associated with safety and stability. This can help reduce the psychological barrier often created by police uniforms, potentially influencing public perception, and improving interactions with police officers.

4. **Multi-Agency Identification:** Our officers are frequently assisted by outside agencies and aid in emergent circumstances outside of the village. Green uniforms can help distinguish our police officers from other agencies and emergency service personnel who typically wear blue or black uniforms.

5. **Comfort:** Green can be cooler and more comfortable to wear in hot weather compared to darker colors like black. Given the amount of equipment officers must wear, summer months can be difficult to endure and allowing the option to wear green can provide some much-welcomed relief.

6. **Professional Appearance:** Green uniforms still provide a professional and authoritative appearance, which can enhance the public's perception. Despite the calming effect of green, it also strikes a balance and enables our officers to maintain an orderly presence.

## Background on Crime Statistics

Police statistics in Wisconsin originate from local records management software (RMS), which are privileged systems used by law enforcement agencies to collect, store, and manage case files. This includes information about crimes, arrests, incidents, and other law enforcement activities. When a crime is reported or an arrest is made, the details are entered into the local RMS for case management purposes. This data is then submitted via a coded file to the Wisconsin Department of Justice's Wisconsin (WDOJ) Incident-Based Reporting System (WIBRS) and Uniform Crime Reporting (UCR) programs monthly. WIBRS is a system that collects detailed information about each single crime occurrence, while UCR is a nationwide, cooperative statistical effort that has been collecting voluntarily reported data on crimes brought to the attention of law enforcement since 1930. The WIBRS portal compiles and analyzes the submitted data to produce statistics about crime rates, types of crimes, locations of crimes, and other relevant information



(<https://www.doj.state.wi.us/dles/bjia/wibrs-data>). Although this dashboard updates infrequently and at the discretion of the WDOJ, it is the best location for public access to crime statistics in and around their communities.

For small departments like ours, ensuring information accuracy and consistency between databases can be challenging for several reasons. One challenge is the potential for human error in data entry. For example, an officer might accidentally enter incorrect information about a crime or arrest, which could skew the statistics. Another challenge is the potential for inconsistencies in how different law enforcement agencies, or even personnel, classify and record crimes. For instance, what one person considers a burglary, another might classify as a theft. This can make it difficult to accurately compare crime statistics across different jurisdictions and necessitates consistent data entry within police departments. Additionally, not all crimes are reported to the police, and not all reported crimes are recorded in the local RMS. This can result in underreporting of certain types of crimes, which can also affect the accuracy of the statistics. There can also be technical issues with the software itself, such as bugs or glitches that could cause data to be lost or corrupted. This is why it's important for law enforcement agencies to regularly backup their data and to use reliable, secure software. Finally, nuances in data compatibility between the RMS and reporting dashboards can create significant inefficiencies in the transfer process and increase probabilities of ineffective or inaccurate data translation.

In December 2019, the MBPD's data management was overseen by part-time support staff. Unfortunately, staff were not adequately directed, trained, or supported to manage all aspects of this responsibility. For the subsequent three years the MBPD continued to have difficulties staffing adequate data management, but in 2023 we hired a new staff member to manage records and data. We focused their efforts on correcting past gaps in police department data management, updating historic data entries, and ultimately ensuring data integrity moving forward. Throughout the second half of 2023, we worked backwards to ensure that our data entry was adequate to properly communicate with the BJIA dashboards as well as provide usable statistics within our department. As a result, we have an internal set of crime statistics and anticipate those statistics to be updated in 2024, following the next WDOJ WIBRS update. To be clear, our department has consistently fulfilled its data reporting requirements, but diagnosing and correcting historic data management issues was a lengthy and challenging process.

### Crime Statistics from 2018 to 2023

We invested in improving our data management in 2023 so that crime statistics could be a reliable tool for our department and community. The result of this effort is a consistent series of crime data that spans from 2018 to 2023 and, with five years of information, we now can make a longitudinal analysis of crime in the village. We intend to use this information to improve our understanding of crime in and around Maple Bluff, as well as inform our priorities and help identify areas for enhanced services to village residents.

Year	2018	2019	2020	2021	2022	2023
	Total	Total	Total	Total	Total	Total
Calls for Service	2294	2352	1871	2449	2495	3163
Traffic Stop/Invest.	1085	1013	642	1159	948	1053
Total Arrests	76	83	39	78	94	101
# Arrested w/ *WPB Violation	33	35	18	41	60	71
Cited and Released	38	16	18	19	14	11
Total Cases	236	235	195	231	316	295
Total Crimes	334	338	273	366	465	476
Serious Crimes	111	115	85	78	140	129
Assaults	0	4	5	14	18	18
Intimidation	2	1	3	6	6	4
Weapons Violations	5	1	2	1	6	7
Property Crimes	47	76	49	32	85	53
Drug Violations	57	33	26	25	25	47
Minor Crimes	223	223	188	288	325	347
Disorderly Conduct	3	3	7	12	7	8
DUI / Liquor	45	19	26	25	27	25
Trespass	22	25	21	6	44	21
Other	153	176	134	245	247	293

The MBPD also tracks criminal charges issued by our department and prioritizes charges indicative of violence, repetitive offending, and dangerous driving behaviors:

- Charges for resisting and/or obstructing our officers.
- Charges for violent, assaultive, intimidation, and/or weapons offenses (\*VAIW).
- Charges for wanted or warrant apprehensions as well as individuals observed actively violating probation, parole, bail, or bond conditions (\*\*WPB).
- Charges for dangerous and unsafe driving behaviors.

Year	2018	2019	2020	2021	2022	2023
	Total	Total	Total	Total	Total	Total
Total Criminal Charges	286	241	150	263	294	332
Priority Charge - Resisting / Obstructing	8	5	10	18	19	26
Priority Charge – *VAIW	5	4	10	18	19	26
Priority Charge – **WPB Violation	33	51	20	72	80	99
Priority Charge - Dangerous Driving Behavior	34	25	21	43	54	50
Total Priority Charges	80	85	57	151	170	192

## 2024 Priorities and Initiatives

After reviewing the impact of our strategy and operations over the past 6 years, it is apparent that **calls for service, arrests, crimes, and charges issued by our department have all increased**. Further, the **subjects our department arrests are more than 25% more likely to have a warrant or be actively violating probation, parole, bail, or bond conditions** – these tend to be more dangerous individuals with more to lose from apprehension. Most notably, **we have observed a 140% increase in priority charges between 2018 and 2023, among which include three times as many charges for resisting / obstructing**. These statistics highlight the dangerous and important work our team does to help address the most concerning threats to peace and safety in our community.

As we enter 2024 and look forward, we are aware of multiple development initiatives in surrounding neighborhoods. **Future housing development will bring additional traffic, calls for service, and mutual aid requests for our small team**. Given the observable increase in demand for police services over time, results from our department's approach, and anticipated future challenges that come with growth, we think that the **MBPD's long-term goals and operational objectives should remain unchanged in 2024**.

***Long-Term Goals: Exceptional Services, Trusting Relationships, Officer Competence and Safety, Team Oriented Professionalism, and Criminal Deterrence.***

***Operational Objectives: Officer Development and Capacity Building, Appropriate Guidance and Feedback, Proportionate Enforcement Responses, High Quality Equipment and Resources, and Optimal Staffing Coverage.***

To achieve these goals and objectives, MBPD leadership prioritizes the following:

1. Establishment of competitive wages to enhance retention and recruitment.
2. Effective support staffing to offset growing administrative requirements.
3. Additional officer staffing to allow for two-officer coverage and improved services.
4. Development of staff wellness and support resources to minimize stress injuries.
5. Increased community outreach and event participation to enhance trust.
6. Equipment / technology replacement and to improve safety and efficiency.
7. Continuation of officer development initiatives to enhance competency.

## Establishment of Competitive Wages

**Among the most vital priorities we set for 2024 is establishing competitive wages to enhance retention and recruitment**. In reviewing 2024 wages for 17 other agencies in the greater Madison area, it is notable that MBPD officer wages are between \$1 and \$2 an hour below the combined average of those departments we geographically compete with. This gap in compensation does not include highly impactful incentives that other departments implement (i.e. education bonuses, night differentials, etc.) to recruit and

retain their staff. Most troubling for our leadership sustainability, the top pay for non-supervisory patrol staff in Sun Prairie, Fitchburg, and Dane County is higher than our Sergeant wages.

**As a small police department situated within a dynamic and competitive metropolitan environment, it is crucial for the MBPD to attract and retain highly qualified and capable personnel who can effectively serve and protect our community.** Given that our officers encounter commensurate public safety and crime challenges as City of Madison officers – but do not have on-duty supervisors, specialized support units, or often even secondary officers for backup – makes it even more critical that they be sufficiently skilled and experienced to independently manage the most complex and challenging of circumstances. **Ultimately, competitive compensation packages play a pivotal role in our ability to attract and retain the officers our community needs and deserves.**

**1. Attracting Qualified Candidates:** As a small police department surrounded by a metropolitan area, the MBPD faces unique challenges in recruitment. This is partially due to the presence of larger and better-resourced law enforcement agencies offering more competitive wages and benefits. For our department to attract highly skilled and qualified candidates who possess the necessary expertise and experience to perform their duties independently and effectively, we require competitive compensation packages. Pay and benefits serve as a powerful tool to entice talented individuals to consider joining our small police department and contribute their skills and knowledge to maintaining public safety in our community.

**2. Retaining Experienced Officers:** Retaining experienced police officers is equally crucial for the long-term effectiveness and stability of our small police department. Competitive wages and benefits are instrumental in motivating and incentivizing these officers to stay with the MBPD rather than seeking employment opportunities with larger agencies in the greater Madison area. Experienced officers bring invaluable knowledge, expertise, and familiarity with the local community, which is essential for effective crime prevention, community engagement, and maintaining public trust. By offering competitive compensation, the MBPD can minimize turnover and retain experienced officers who have invested time and effort in understanding the unique priorities of our community.

**3. Enhancing Performance and Morale:** Competitive wages and benefits have a direct impact on the overall morale and job satisfaction of police personnel. When employees feel valued and adequately compensated, they are more likely to be motivated, engaged, and committed to their work. This, in turn, leads to improved performance, higher productivity, and enhanced service delivery to the community. By establishing and maintaining competitive compensation packages, the MBPD can reinforce a positive work environment that further enhances professional growth, teamwork, and job satisfaction, ultimately benefiting both the officers and the residents we serve.

**4. Addressing Cost of Living Disparities:** Officers who serve our community should make wages sufficient to live comfortably in the greater Madison area. Metropolitan areas often have a higher cost of living compared to surrounding regions, which is certainly the case in Madison and Dane County. This disparity can pose significant challenges for small police departments like the MBPD in attracting and retaining officers who may struggle to afford essential living expenses in the Madison area. By offering competitive wages that consider the local cost of living, the MBPD can bridge the gap and ensure that officers' financial needs are met without undue strain. This enhances their well-being and ability to focus on their professional responsibilities without distraction.

### Staffing for Administrative Support Needs

**Second to competitive wages in 2024, the MBPD will prioritize effective support staffing to offset growing administrative requirements in our department.** A police department is a complex organization that requires a diverse range of skills and expertise to carry out its duties effectively and efficiently. **Most police department staffing models include approximately 30% non-sworn employees** who are essential to offset the administrative burden on sworn staff and manage the increasingly important support services that departments rely on to succeed.

Beginning in 2012, the MBPD hired one part-time, non-sworn staff member to work approximately 5 hours a week. This administrative support staff member focused their efforts on reviewing and correcting reports, managing citations, and providing clerical support to the department. Despite this assistance, the MBPD continued to experience challenges keeping up with administrative requirements and, upon the rollout of the Uniform Crime Reporting (UCR) requirements instated by the Wisconsin DOJ, hired a second part-time administrative support staff member in 2015. To reduce the emerging administrative support deficiencies, the second administrative support staff member focused their efforts on case support services, data entry, and data reporting.

Then, in 2016, the MBPD hired a full-time non-sworn staff member to address the department's continually growing administrative support needs but, despite the funds for this position originating from the police department, the staff member ended up primarily supporting front office operations. Meanwhile, the MBPD continued to rely on minimal part-time staffing to assist department leadership in fulfilling associated duties and responsibilities. Between 2017 and 2019, the two part-time staff members worked a combined average of 8.5 hours per week, varying hours on an "as needed" basis, and received minimal training or supervision on their various duties and responsibilities. Due to the limited capabilities offered by all support staff members, administrative responsibilities cascaded for sworn staff to absorb – **this resulted in predictable outcomes such as insufficient administrative oversight and support, deficits in data management practices, and overall administrative deficiencies.** To complicate matters, administrative and support requirements for police departments continued to increase each year (see Growing Administrative Requirements below).

Then, with the departure of both part-time support staff in 2020, the MBPD retrained the full-time administrative support staff member to provide split-time administrative support services to the front office and police department. Due to competing priorities, they averaged approximately 25% of their time supporting the police department. As such, although funding for the administrative support position originated from the police department budget, it was reallocated to the administration department in 2020. While helpful in sustaining critical administrative services in both departments, the scope of essential, complex, and often competing responsibilities placed on one staff member was untenable. **Ultimately, the MBPD's historical under prioritization of administrative support despite an increased need over time led to deficiencies and inefficiencies that couldn't continue to be ignored.**

For the subsequent three years the MBPD continued to have difficulties staffing adequate data management, but in 2023 we hired a new staff member to address these inefficiencies. We prioritized supporting the new staff member with sufficient time, direction, and training. **Focusing at least 85% of their time on MBPD duties and responsibilities enabled the department to make necessary corrections in the areas of incident review, report auditing, case coordination, record-keeping, and data management.** The predictable cost of this improvement, however, is a gap in support for front office operations which, left unaddressed, creates critical deficiencies and inefficiencies in that department. As such, in 2024 the village will seek additional front office personnel to ensure all departments are adequately staffed for support services.

## Growing Administrative Requirements

The administrative and support requirements for police departments have significantly increased over the past several years for multiple reasons:

**1. Expanding Legal and Regulatory Framework:** Police departments are subject to an increasing number of laws, regulations, and mandates. These include compliance with federal, state, and local laws, as well as regulations related to civil rights, data protection, use of force, and transparency. Meeting these requirements necessitates additional administrative and support personnel to ensure compliance, develop policies and procedures, and manage documentation.

**2. Technological Advancements:** The rapid advancement of technology has both benefited and burdened police departments. On one hand, technology has provided new tools and resources for crime prevention, investigation, and data analysis. On the other hand, managing and maintaining these technologies requires specialized skills and abilities. Additionally, the increasing reliance on digital systems and databases has created a greater need for cybersecurity measures and data protection, adding to administrative and support requirements.

**4. Community Expectations and Engagement:** Communities have higher expectations for police departments in terms of transparency, accountability, and engagement. This has led to an increased need for community outreach, liaison, and public relations to foster positive relationships with the community, address concerns, and promote trust and collaboration. These actions play a vital role in bridging the gap between the police and the community, but their adoption adds to administrative and support needs.

**5. Data Management and Analysis:** The availability of data and associated tools has become a valuable resource for police departments. Inputting and managing this data to support department operations and resource allocation requires dedicated personnel with time and specialized training. These individuals assist leadership in making data-driven decisions, optimizing resource allocation, and developing effective strategies to prevent and respond to crime.

**6. Increased Focus on Training and Professional Development:** Police departments recognize the importance of continuous training and professional development to enhance the skills and knowledge of their personnel. This includes training on new technologies, legal updates, de-escalation techniques, cultural competency, and policing principles. Managing and coordinating these training programs, as well as tracking certifications and compliance, requires additional administrative and support personnel.

**Administrative and support requirements for police departments have increased over time** due to expanding legal and regulatory frameworks, technological advancements, community expectations and engagement, data management and analysis, increased focus on training and professional development. **Meeting these requirements is essential for the MBPD to effectively carry out our duties and maintain public trust, as well as ensuring the safety and well-being of our community and officers.**

### Staffing for Two Officers on Duty

**The third priority for 2024 is to increase officer staffing to allow for two-officer coverage and improved services.** Over the past few years, we have received an increasing number of comments and questions from residents about our police staffing and the limits of our operational capabilities. **Our staffing is sufficient to always maintain one full-time officer on duty, but this does not necessarily mean the officer is actively patrolling.** We have historically relied on our part-time officers to cover critical gaps and enable limited opportunities for two-officer staffing. **While we have maintained quality police services with minimal staffing in the past, it is necessary now to address why we do not enable two officer staffing, widely considered a best practice in modern policing.**

In 2024, MBPD leadership is asking our community to consider investing in two-officer coverage. Despite our historic ability to provide high quality services that residents are accustomed to with our current staffing model, **we would be remiss not to clearly state that our community can anticipate an increasing need for additional officers and should**

**seriously consider staffing sufficiently now. Two officer coverage is an industry best-practice for several reasons:**

**1. Officer Safety:** Having multiple officers on duty increases their safety. With multiple officers working, they can provide backup and support to each other in potentially dangerous situations, reducing the risk of harm or injury. *Approximately 50% of the 515 law enforcement officers killed feloniously between 2013 and 2022 were on solo patrol. Of important note, this statistic drops significantly to 12% where two officers were on patrol. Similarly, of the 66,000 officers assaulted in 2022, approximately 62% were assigned to a 1-officer patrol, and 15% were assigned to 2-officer patrols.*

**2. Enhanced Response Capability:** With multiple officers available, the MBPD can respond more effectively and efficiently to emergency calls and incidents. They can divide tasks, cover different areas, and provide a quicker response time.

**3. Improved Public Safety:** Having multiple officers on duty allows for better coverage and visibility in our community. This presence can deter criminal activity, enhance response times and management of emergent situations, and ultimately provide reassurance to our residents.

**4. Collaboration and Decision-Making:** Multiple officers on duty enable collaboration and teamwork. They can share information, discuss strategies, and make informed decisions collectively, leading to better outcomes in complex or high-pressure situations.

**5. Handling Multiple Incidents:** In situations where multiple incidents or emergencies occur simultaneously, having more than one officer on duty ensures that each incident can be addressed promptly and effectively.

**6. Improved Investigative and Administrative Support:** Having two officers on duty allows for the division of tasks and responsibilities. One officer can focus on patrol while our Sergeants prioritize additional responsibilities. This ensures that the necessary investigative and logistical tasks are handled thoroughly, efficiently, and effectively.

**7. Community Engagement:** A visible police presence and increased public engagement can reassure the public, build relationships, and deter potential criminals. With more officers available, there's more opportunity for community engagement and proactive policing, which can further help prevent crime and build trust with the community.

**8. Training and Mentoring:** Having multiple officers on duty allows for the opportunity to pair officers together. This facilitates camaraderie, trust, on-the-job training, mentoring, and knowledge transfer, contributing to the morale and professional development of the department.



**9. Officer Wellness and Work-Life Balance:** Staffing more than one officer at a time helps prevent officer burnout and fatigue. It allows for proper rest periods, breaks, and time off, promoting overall officer wellness and work-life balance.

While staffing levels may vary based on the size of the department, the demands of the community, and available resources, **having more than one officer on duty at a time is generally considered essential for effective and safe policing. Adequate staffing of our police department will directly translate to improved police services for our residents, and an even safer community.**

### Current Staffing Comparison to Like Community

As an independent and distinguished lakeside community of less than 1,500 residents on the City of Madison's north side, finding a direct comparison to our community can be a challenge. Often, we are discussed in the same context as the Village of Shorewood Hills and, although there are important and impactful differences between our communities and police operations, a police staffing comparison with the Shorewood Hills Police Department (SHPD) can provide some contextual value.

As of January 2024, **the SHPD operates with a staffing model of 9.5 personnel.** They have 8 full-time sworn officers to include a Chief of Police, Lieutenant, Sergeant, Detective, and 4 patrol officers. In addition, they staff two non-sworn positions that cover a 1.5 full-time equivalent (FTE) – a full-time administrative support member and a part-time community support member.

Conversely, **the MBPD operates with a staffing model of 7 personnel.** We have a dual role Administrator and Chief of Police (.5 FTE), an Administration Sergeant, an Operations Detective Sergeant, and 4 patrol officers. In addition, we have a non-sworn position that covers a .5 FTE – our Records Administrator and Administrative Support Specialist splits their time between the front office and the police department.

**While MBPD operates with 2.5 less personnel, it is worthwhile to note that we have similar community expectations for service and requirements.** To complement our operations, the MBPD seeks to leverage technology and environmental controls, enhance resident awareness and understanding, and anticipate challenges that come with anticipated growth and development around our community. Ultimately, **our department prides itself on exemplary services and strives to be a model for small municipal law enforcement agencies operating inside greater metropolitan environments.**

### Wellness and Support Resources

**Fourth, our prioritization for the year is development of staff wellness and support resources to minimize stress injuries.** This priority includes three key actions:

**Morale Days with Mental Health Wellness Visits:** Regularly scheduled days off dedicated to boosting morale and connecting officers with mental health professionals. These days allow officers to recharge and rejuvenate, reducing the risk of burnout and stress-related injuries. Affording our officers this opportunity to “check-in” helps them cope with the challenges of their demanding profession exposes them to tools they need to manage stress effectively.

**Chaplain Program Adoption:** Implementing a Chaplain program to offer spiritual and emotional support to officers facing difficult situations or struggling with personal issues. Chaplains provide a confidential and non-judgmental space for officers to express their feelings and seek guidance, contributing to overall well-being and resilience.

**Team-Building Experiences:** Organizing team-building activities and exercises to foster camaraderie, trust, and solidarity among officers. These experiences help strengthen bonds within the department, improve communication and collaboration, and create a supportive network for officers to lean on during challenging times.

By integrating these initiatives into our organizational culture, **the MBPD aims to proactively address the mental and emotional well-being of our officers, ultimately reducing the incidence of stress-related injuries and promoting a more resilient team.**

## Community Outreach and Event Participation

**Our fifth priority for 2024 is increased community outreach and event participation to enhance trust with those we serve.** This priority includes three key actions:

**Public Sharing of Notable Calls and Crime Statistics:** Regularly sharing summaries of notable police calls and department crime statistics with the public. By providing transparency and insight into law enforcement activities, the MBPD aims to foster trust and understanding among community members.

**Community Event Participation:** Actively participating in village activities such as holiday celebrations, community events, and neighborhood gatherings. By engaging with residents in a casual and non-enforcement setting, officers have the opportunity to build positive relationships, establish rapport, and demonstrate their commitment to serving the community.

**Capitalizing on Resident Engagement Opportunities:** Taking advantage of resident engagement opportunities such as committee meetings, community discussions, and resident-driven activities. These platforms provide a space for open dialogue, collaboration, and feedback, allowing the MBPD to address community concerns, solicit input, and co-create solutions with our residents.

By implementing these initiatives, **the MBPD aims to strengthen connections with our community, foster mutual trust and respect, and ultimately enhance public safety through collaborative partnerships and proactive engagement efforts.**

## Equipment and Technology Replacement

**Sixth in our priority list is to replace aging equipment and adopt new technology to improve the safety and efficiency of our operations.** This priority includes four key actions:

**Ballistic Vest Replacement Program:** Implementing a program to replace outdated ballistic vests with modern, state-of-the-art models. These vests provide enhanced protection for officers in the line of duty, mitigating the risk of injury in potentially dangerous situations.

**Squad Car Replacement/Upgrades:** Upgrading and replacing aging squad cars with newer models equipped with advanced safety features and technology. These upgrades improve officer safety and effectiveness while patrolling the community, ensuring they have reliable and well-equipped vehicles to respond to emergencies and perform their duties efficiently.

**Interoperable Body and Squad Camera Systems:** Implementing interoperable cloud-based body and squad camera systems to enhance efficiency, transparency, accountability, and evidence collection. These camera systems enable officers to easily record interactions with the public and capture critical footage during incidents, facilitating investigations and records requirements, ultimately enhancing trust between law enforcement and the community.

**Public Safety Video Surveillance System Enhancements:** Enhancing the public safety video surveillance system with upgraded cameras, software, and analytics capabilities. These enhancements improve the department's ability to monitor and respond to criminal activity, enhance situational awareness, and deter crime.

By investing in the replacement of aging equipment and the adoption of new technology, **the MBPD aims to modernize our operations, enhance officer safety and effectiveness, and strengthen our ability to serve and protect the residents of our village.**

## Officer Development Initiatives

**Finally, the seventh priority for 2024 is to continue our officer development initiatives that enhance the competency, safety, and professionalism of our team.** This priority includes four key actions:

**Continuation of Proactive In-Service Training Program:** Maintaining and expanding our in-service training program to ensure officers receive ongoing education and skill development. These training sessions cover a wide range of topics, including technical competencies, legal updates, de-escalation techniques, cultural competency, and policing strategies, among others.

**Specialized Skills Development:** Providing opportunities for officers to develop specialized skills tailored to their interests and responsibilities within the department. This includes training in areas such as crisis intervention, patrol operations, and investigations, allowing officers to excel in their specific areas of expertise.

**Investigative Capacity Enhancement:** Enhancing the department's investigative capacity through advanced training and resources. This involves specialized training in criminal investigation techniques, evidence collection and analysis, interview and interrogation skills, and the use of forensic technology to improve case-solving capabilities and ensure justice for victims.

**Leadership Development:** Investing in leadership development programs to cultivate the next generation of our leaders within the department. These programs focus on developing leadership skills, decision-making abilities, and strategic thinking among officers at all levels, empowering them to effectively lead teams, manage resources, and address complex challenges in the community.

By prioritizing officer development initiatives, **the MBPD aims to foster a culture of continuous learning and improvement, equipping officers with the knowledge, skills, and resources they need to uphold the highest standards of professionalism, ensure their own safety, and better serve the needs of our community.**