VIA EMAIL

July 26, 2024

State Senator Eric Wimberger
Co-Chair, Joint Legislative Audit Committee
104 South, State Capitol
Madison, WI 53707-7882

State Representative Robert Wittke
Co-Chair, Joint Legislative Audit Committee
18 West, State Capitol
Madison, WI 53708-8953

RE: Report 24-4

Dear Co-Chairs Wimberger and Wittke:

Enclosed you will find the Department of Administration's update on the recommendations made by the Legislative Audit Bureau in Report 24-4: Wisconsin State Capitol Police.

DOA is appreciative of the LAB's work to develop Report 24-4 and agrees with the Bureau's recommendations made in the report.

I am pleased to share that DOA and Wisconsin State Capitol Police have already implemented many of the recommendations, and we are making quick progress to formalize the updated processes and procedures recommended, which align with our common goals.

We are grateful for the opportunity to continue our efforts to overcome challenges through solution-driven action while delivering the highest quality of service to the people of Wisconsin. DOA is proud of the work that the entire Wisconsin State Capitol Police team does each day, and we support their efforts to build trust and reliability with their stakeholders.

Sincerely,

Kathy Blumenfeld
Secretary

Enclosure

TIMELINESS OF INCIDENT RESPONSE

LAB Recommendation: Require that the State Capitol Police provides additional training to its dispatchers on consistently recording the response times of police officers to incidents in the electronic dispatch system.

State Capitol Police provided updated written and in-person instructions and training to all dispatchers, police officers, and their supervisors on the importance of documenting response times in the computer-aided dispatch (CAD) system. Supervisors monitor the effectiveness of the process and provide routine feedback on performance on a monthly basis, or more frequently, if needed.

LAB Recommendation: Require that the State Capitol Police consistently records information in the electronic dispatch system about response times to incidents in the State Capitol.

After providing new directives and implementing improved documentation methods for recording response times, Capitol Police began auditing entries into the CAD (electronic dispatch) system and monitoring the overall performance in maintaining a satisfactory response time metric.

LAB Recommendation: Require State Capitol Police to periodically complete reports indicating trends in response times to incidents in the State Capitol.

Capitol Police is in the process of developing an internal data analytics tool, which will allow for routine assessments of trends in incident response times. The analytics tool will be used to identify and act on opportunities for further improvement through training and process enhancements. Until that tool is completed, Capitol Police relies on manual report generation which limits the ability analyze trends over time.

LAB Recommendation: Require State Capitol Police to assess these reports in writing and determine whether to provide additional training and guidance to police officers and dispatchers.

When the data analytics tool is complete, Capitol Police will be able to more effectively monitor response trends over longer periods of time. Those trends will be evaluated by Capitol Police supervisors to determine progress made since the last reporting cycle and what, if any, additional guidance or training is needed for improved performance. Recent internal audits conducted with currently available reporting mechanisms have shown improvement in response time recording. Based on the trends observed in current data reviewed, Capitol Police has provided updated written and in-person guidance to dispatchers and officers and will continue to monitor the progress.

STAFFING, TRAINING, AND OVERSIGHT ISSUES

LAB Recommendation: Require State Capitol Police to maintain an active law enforcement recruitment program.

Capitol Police added new members to its existing recruitment and retention team in response to LAB's recommendation. The team is comprised of members from a variety of work units, representing both civilian and sworn members of the Department. The recruitment team collaborates regularly to identify and participate in career fairs and other events to highlight the benefits of working for this organization and the unique opportunities available to Capitol Police employees.

Additionally, the DOA Communications Team is working with Capitol Police to amplify their recruitment efforts through a variety of social media platforms.

LAB Recommendation: Require State Capitol Police to implement a mentorship program for all newly hired staff.

Capitol Police is currently developing a mentorship program for newly hired staff, which aims to support the integration and development of new Capitol Police employees through formal mentorship relationships. This will supplement formal training programs for new employees by providing non-evaluative guidance and personal and professional support. Capitol Police plans to implement the new mentorship program by October 1, 2024.

LAB Recommendation: Require State Capitol Police to identify and develop staff for leadership positions.

Capitol Police began a formalized leadership development program in 2018 to identify, mentor, and develop future leaders of the agency. The LEAD Program (Learn, Engage, Accelerate, Develop) is a 12-month program aimed at identifying and developing informal leaders within the agency to prepare them for future leadership positions. The LEAD program focuses heavily on self-development where participants will learn about a variety of topics including leadership, executive writing, human resources, operations and specialized services supervision, labor laws, agency equipment, scheduling, disciplinary issues, event planning, the Incident Command System, and many others. Graduates of the program will be educated to a high standard of professional knowledge and will possess the skills to lead a team within the agency. The LEAD Program is also appropriate for those who do not wish to take on formal leadership responsibilities, but who seek a broader perspective about agency operations and how they can contribute as individual informal leaders. There are currently six people in the LEAD session, scheduled to complete their 12-month program in October 2024. Recruitment for the next session will begin in September 2024.

LAB Recommendation: Require State Capitol Police to periodically review the training information reported to the Law Enforcement Standards Board to ensure its accuracy.

Capitol Police is conducting quarterly audits of DOJ's Law Enforcement Standards Board's records to ensure all training is accurately documented in a timely fashion. As attendees return from training, Capitol Police is checking to ensure training is entered only by Capitol Police or the host agency, reducing the number of duplicate entries needing correction identified during the quarterly audit.

LAB Recommendation: Require State Capitol Police to maintain sufficient records indicating staff received training on all topics required by the written procedures.

Capitol Police is conducting a review of all policies and procedures to ensure staff are trained accordingly. Records of completed training courses are documented in DOJ's Training and Standards Bureau's records systems and are retained pursuant to relevant records retention schedules. Other Capitol Police training records that are specific to Capitol Police and not maintained by DOJ are also retained pursuant to relevant records retention schedules.

LAB Recommendation: Require State Capitol Police to track the dates, training hours, attendance, and training topics for all training provided to dispatchers.

Capitol Police has begun documenting all training records for non-sworn, civilian staff, including dispatchers, in a similar manner to the procedure currently used to document training for sworn staff. Notice of completed training is provided to the employee's supervisor. Training topics, training dates, total number of training hours, and attendance lists are documented in DOJ's Training and Standards Bureau's records systems and are retained pursuant to relevant records retention schedules. Other Capitol Police training records that are specific to Capitol Police and not maintained by DOJ are also retained pursuant to relevant records retention schedules.

LAB Recommendation: Require State Capitol Police to periodically provide the DOA Secretary's Office with written assessments of response times to incidents in the State Capitol.

Capitol Police and DOA Secretary's Office have had and continue to have regular check-ins, including formal and informal occurrences. DOA will require Capitol Police to periodically provide written assessments of response times on State Capitol Police incidents to the Secretary's Office.

LAB Recommendation: Require State Capitol Police to periodically provide the DOA Secretary's Office with written reports indicating the results of efforts to recruit and retain staff.

Capitol Police and DOA Secretary's Office have had and continue to have regular check-ins, including formal and informal occurrences. Like other divisions at DOA, these check-ins include discussions related to employee retention and vacancies. DOA will require Capitol Police to periodically provide written reports on the results of recruitment and retention efforts to the Secretary's Office.