

PROGRESSIVE POLICE INITIATIVES

Starting with Chief Janeé Harteau's MPD 2.0 initiative in early 2013, the Minneapolis Police Department has been leading the nation in progressive change. The MPD has found that the initiatives that make up 2.0 align very well with the six pillars of President Obama's Task Force on 21st-Century Policing.

Minneapolis is also implementing much of this change with the collaboration and guidance of the National Initiative for Building Community Trust & Justice (NI). Minneapolis is one of only six cities selected to be part of the National Initiative (an initiative of President Obama's Department of Justice) because of the progressive work of our police force. The National Initiative rests on the three pillars of addressing procedural justice, implicit bias, and racial reconciliation. More information on the NI can be found on the trustandjustice.org website.

OFFICER TRAINING AND SUPPORT

Procedural Justice — In February 2016, Minneapolis police officers began training in procedural justice to improve the quality of interactions between officers and residents. Every officer at every rank will undergo this training by the end of 2016. Few, if any, other departments have undergone this training, which was sought out by Mayor Hodges and Chief Harteau and is one of the three pillars of the National Initiative. The Mayor and Council Member Blong Yang successfully proposed fully funding the training and accelerating its implementation in 2016 during budget deliberations last year. For more information: <https://trustandjustice.org/resources/intervention/procedural-justice>

Implicit Bias — By the end of 2016, all Minneapolis police officers will complete implicit bias training, another of the three pillars of the National Initiative. For more information: <https://trustandjustice.org/resources/intervention/implicit-bias>

Fair and Impartial Policing — MPD officers completed Fair and Impartial Policing training in 2014. For more information: <http://www.fairimpartialpolicing.com/>

Crisis Intervention Training — By the end of 2016, all officers who respond to 911 calls in the city will have completed 40 hours of training in conjunction with Hennepin County Mental Health Services and the Barbara Schneider Foundation. Prior to 2016, the MPD had trained only about 15% of its officers in crisis intervention. This training will help officers better understand, communicate, and

de-escalate when responding to calls involving someone in a mental-health crisis.

Academy curriculum revision — Police academy curriculum now places increased emphasis on guardian-based training, versus the traditional warrior-based training.

Early Intervention System — In 2013, Chief Harteau asked the Department of Justice's Office of Justice Programs Diagnostic Center to assess the Police Department's police-accountability measures and to make recommendations for improvement. MPD is now in the process of responding to one of those recommendations, by finalizing a new Early Intervention System (EIS). This system will allow MPD to identify officers who are having issues before they become problems or potential misconduct, and to steer officers toward needed resources. The EIS was developed with a team that consisted of community members, MPD administration, the Police Officers' Federation and the Mayor's Office. Community members have worked closely with the MPD which included a site visit to Seattle to study their process. Mayor Hodges and the City Council funded the implementation and operationalization of this program in the City's 2016 budget.

POLICY REVIEW AND REVISION

In the summer of 2015, Chief Harteau tasked the MPD's Leadership and Organizational Development (LOD) Division with conducting a top-down assessment of the department's use-of-force policies and training. In July of 2016 the MPD announced the following new and updated policies:

- **Sanctity of life**— The cornerstone of the MPD's use-of-force policy is the sanctity of life and the protection of the public; whenever situations arise where life is threatened or at risk, the MPD holds the sanctity and preservation of life in the highest regard. The policy now reads, "Sanctity of life and the protection of the public shall be the cornerstones of the MPD's use of force policy."
- **De-escalation** — This policy marks an organizational cultural shift to further encourage officers to slow down situations, when time and circumstances reasonably permit, in order to mitigate the risk of injury for everyone, including citizens and officers. Officers have been trained to further consider factors that contribute to a subject's lack of compliance, if possible, using time and proximity the subject to their advantage with the goal of resolving interactions peacefully. The policy now reads, "Whenever reasonable according to MPD and training, officers shall use de-escalation tactics to gain voluntary compliance and seek to avoid or minimize use of physical force."
- **Duty to intervene** — This policy places responsibility on an officer if he or she observes the inappropriate application of force and does not attempt to stop it. The policy now reads, "It shall be the duty of every sworn employee present at any scene where physical force is being applied to either stop or attempt to stop another sworn employee when force is being inappropriately applied or is no longer required."
- **Duty to report** — This policy now reads, "Employees must immediately, or as soon as reasonably possible, report any misconduct at a scene of an incident to their supervisor or the supervisor at the scene, as well as to the Internal Affairs Unit (IAU). This includes, but is not limited to, unreasonable force." Previously, it was only the duty of those responsible for the misconduct or unreasonable force to report the incident to a supervisor and/or IAU. Now, that responsibility

lies with the observing officer as well.

- Multi-layered review of use of force — Instances of use of force are now revised by a supervisor review, the Internal Affairs Unit, and Leadership and Organizational Development Unit, in order to ensure consistency with training.

These policies, and many more, are all recommendations of the 30 Guiding Principles of the Police Executive Research Forum for reducing uses of force in situations where subjects are not armed with firearms. For more information, see: <http://www.policeforum.org/assets/guidingprinciples1.pdf>.

Other policy changes include:

- **Transgender and Gender Non-Conforming policy** — This policy, based on treating all who come in contact with MPD with courtesy and dignity, sets standards for police interactions with transgender people. It establishes guidelines for terms of address, transportation, searches, medical attention, and name and gender classification. Minneapolis is one of a small handful of departments in the country to produce a gender non-conforming policy.
- **Change in SWAT uniforms** — In response to community concerns about a “militarized look”, MPD has changed the color of uniforms worn by its Special Weapons and Tactics (SWAT) teams, changing them from camouflage to traditional police colors of dark blue/black. Camouflaged equipment is also being changed as its life cycle ends and new equipment becomes available.

In addition, Mayor Hodges and Chief Harteau requested that the U.S. Department of Justice conduct an independent, after-action review of the City’s response to the 18-day demonstrations on Plymouth Avenue in front of the Fourth Precinct in late 2015. The Mayor and the Chief specifically requested that the review include community input. The request was accepted, and the U.S. Department of Justice Office of Community Oriented Policing Services is conducting a review.

BUILDING RELATIONSHIPS

Community policing — Community policing, one of the pillars of the Minneapolis Police Department, is about police officers building trust through building relationships. It is not a tactic; it is a culture. The measures of success of community policing are not officers making more arrests or writing more tickets. Rather, measures of success are officers’ abilities and track records of community engagement, including the numbers of positive contacts they make.

MPD tracks positive police contacts in each precinct. Citywide, positive police contacts in 2016 are up 30 percent over 2015 and 94 percent over 2014; in North Minneapolis, positive police contacts in 2016 are up 66 percent over 2015 and 231 percent over 2014. The Department measuring positive contacts is one indicator of how Minneapolis approaches community policing in 2016.

In the 2015 and 2016 City budgets, Mayor Hodges and the City Council have increased the sworn complement of officers from 850 to 862. In order to build on the MPD’s community-policing focus, Mayor Hodges has proposed adding 12 new officers in 2017 who will be dedicated to community policing efforts, with a goal of expanding those efforts over several more years by raising the sworn complement of officers to 901 by 2021.

Recruitment and Hiring — Chief Harteau and Mayor Hodges are firmly committed to making sure that our officers reflect the communities they serve. The Community Service Officer (CSO) program, which blends law-enforcement training with real-world experience and offers an Education Assistance Program to pay up to \$12,000 for a law-enforcement degree, is one of the best pathways for people of color to join the Minneapolis Police Department. The most recent class of CSOs was 61 percent people of color; the upcoming CSO class is on track to be close to 90 percent people of color. MPD has been intentional in seeking out and recruiting candidates of color at colleges, job fairs, and in Minneapolis' high schools. Chief Harteau interviews every CSO candidate personally to make sure each individual selected is the right fit for the program.

Mayor Hodges and the City Council invested \$1 million in 2015 to add a CSO class. The Mayor has also proposed an additional \$1 million ongoing in 2017 to add yet another CSO class.

Police Community Support Team — In the summer of 2016, the Minneapolis Police Department called upon its leaders in the community to form the Police Community Support Team. There are 24 members on this valuable team. A handful of members are sworn staff with the MPD, but the majority of our PCST members are leaders from every corner of the city. They represent faith communities, geographic areas and a variety of diverse demographics. They respond to critical incident scenes and help bridge the gap between the community and police by providing timely and accurate information to residents throughout the city. This group has also been quite successful in helping investigators work and solve cases.

Police Chaplain Program — MPD has recruited a diverse set of 13 faith leaders to be community chaplains. They help MPD officers connect with the community through improving communication with residents and fostering community relationships.

Required Volunteering during Recruit and CSO Training — As part of their training curriculum, all police recruits and candidates accepted into the Community Service Officer program must build relationships by volunteering with youth before they become sworn officers.

Improving Relations with Immigrant Communities in Cedar Riverside — In 2014, the Police Executive Research Forum (PERF) implemented a project in Cedar Riverside that uses problem-solving policing strategies to reduce crime and increase community members' perceptions that the justice system is legitimate. The project is a collaborative effort of the Minneapolis Police Department, local prosecutors, and community corrections officials and it exemplifies how valuable and effective community policing can be. The MPD found that calls for service in this area increased and relationships grew, as the Department continued to increase trust and legitimacy from the people who live and work in the Cedar Riverside neighborhood.

Revisiting the 2003 Federal Mediation Agreement and Police Community Relations Council (PCRC)— On March 24, 2016, Mayor Hodges and Chief Harteau met with a group of community leaders who spearheaded the creation of the 2003 Federal Mediation Agreement between the Minneapolis Police Department and the Police Community Relations Council (PCRC). The mediation agreement included 120 action items designed to address the challenges within MPD that hindered its ability to gain trust and legitimacy within the community. In the years after the signing of the agreement, a number of these action items were accomplished, some are still in process, and others simply did not happen. The Mayor began the meeting by apologizing on behalf of the City for the work that has not been done. The Chief apologized on behalf of the Minneapolis Police Department. The Mayor and the Chief invited those who were members of the PCRC to work with them and the whole community to

accomplish the mutual goal of building sustainable trust between the community and MPD.

Empathy and Healing Sessions — As part of the racial reconciliation pillar of the National Initiative for Building Community Trust and Justice, Chief Harteau and her staff are working with community leaders to conduct empathy and healing sessions on a monthly basis. These sessions focus on acknowledging and apologizing for the history of troubled police–community relations and addressing how it plays a role in current police–community relations.

COLLABORATIONS TO ENHANCE PUBLIC SAFETY

Group Violence Intervention — In September 2016, the City of Minneapolis received a two-year, \$250,000 grant from the U.S. Department of Justice’s Office of Justice Programs to implement the Group Violence Intervention (GVI) program. The program was created by the National Network for Safe Communities and it’s designed to reduce gang-involved homicides and gun violence by offering support and resources to high-risk, repeat offenders. Those individuals who chose to leave violence behind receive valuable services and support while those who do not chose to change are aggressively sought out and held accountable. GVI has been widely implemented across the country and is recognized as a best practice, having demonstrated significant reductions in violence through formal evaluation efforts. Mayor Hodges has also proposed an additional \$290,000 in the City’s 2017 budget to implement GVI. For more information: <https://nnscommunities.org/our-work/strategy/group-violence-intervention>.

Mental-Health Co-Responders — Mayor Hodges has proposed \$200,000 in the 2017 budget for mental health co-responders to be paired with sworn officers as part of a mental-health co-responder pilot program. This community-based public-safety initiative is often requested by community members, and is a recommendation of the City’s Police Conduct Oversight Commission.

Community-Driven Public-Safety Strategies — In response to repeated community requests, Mayor Hodges has proposed \$500,000 in the 2017 budget for collaborative, community-driven public-safety strategies in two locations with high levels of youth violence. West Broadway between Lyndale and Girard Avenues, and Little Earth will be the target areas for this innovative initiative, which will provide technical and financial resources for residents, business owners, and the community-based organizations that serve them. All 3 of these groups will have significant impact and influence in public-safety interventions used in these particular neighborhoods going forward.

Cross-Sector Collaboration for Youth Downtown — A broad, cross-sector collaboration of the Health Department’s Youth Violence Prevention initiative, the Youth Coordinating Board’s Youth Outreach Team, MPD’s two new Youth Outreach Officers (specifically funded by the Mayor and City Council in the 2016 budget), Hennepin County Probation, Minneapolis Parks, Metro Transit, and other youth-serving agencies are actively engaging youth in downtown Minneapolis: meeting them where they are, building authentic relationships of trust, and connecting them to resources that help keep them safe and realize their goals.

Improving Response to Domestic Violence — The Mayor and City Council provided funding for a pilot program between the City Attorney’s office, advocates, police officers, and social-service providers to make follow-up visits to addresses where 911 calls were placed about domestic violence but no reports were ever filed. Visits have been very successful in connecting residents involved to needed resources.

Diversion of Low-Level and First-Time Offenders — Minneapolis has implemented an innovative municipal criminal-justice reform agenda to divert low-level and first-time offenders when possible, housed in the City Attorney's office.

Juvenile Justice Reform — MPD, the Mayor's Office, the Minneapolis Health Department, and the Hennepin County Attorney's Office are collaborating to make policy changes and process improvements regarding juvenile justice. Over the course of 18 months the National League of Cities is providing technical assistance to increase the number of juveniles diverted before they get too far into the criminal justice system.

Downtown 100 and Focus 18-24 — This partnership of local government, business, non-profits, and the community concentrates on connecting a small number of chronic offenders to housing, services, and probation, which in turn has led to a dramatic decrease in crimes committed by those offenders.

Adult Detention Initiative — A partnership of the Minneapolis Police, City Attorney's Office, Public Defender's Office, County Attorney, County Community Corrections and Sheriff aims to reduce the jail population to those who need to be there for public safety and other legitimate reasons while providing alternate, more effective solutions for others.

TRANSPARENCY

Body Cameras — Officers and supervisors in all five police precincts have been trained and outfitted with body-worn cameras. Mayor Hodges campaigned on this issue in 2013 and fully funded it in her budgets. The City and the MPD also submitted a successful grant application that provided \$600,000 in federal funding for the program. MPD leaders and the Office of Police Conduct Review led a process to create the policy governing camera use, including by garnering extensive community input that is reflected in the policy.

Recording of Demographic Information on Proactive Interactions — Starting September 15, 2016, Minneapolis police officers began tracking demographic data, including race and gender (including gender non-conforming), when conducting interactions on suspicious vehicle stops, suspicious person stops, and traffic stops. Demographic information is also now tracked on calls involving truancy, curfew, and attempted pick-ups for individuals wanted for criminal activity, as well as the demographic info provided to dispatcher by callers. The data will be analyzed and released publicly on a quarterly basis.

Complaint Filings — Announced on October 11, 2016, MPD and OPCR are taking several steps to bring increased transparency to the police complaint filing process and access to data related to police complaints. A new data portal allows members of the public to view data regarding complaints through an easy-to-use program available online. Other aspects of this initiative include complaint cards to make it easier to file complaints, translation of forms into six languages, availability of a unified complaint process manual online, and procedures for all officers to handle potential complaints.

Improved website — MPD launched the InsideMPD website: <http://insidempd.com> in September of 2015, updating it daily with information regarding all aspects of the Department. It is operated much like a "news outlet" website and provides an easy to navigate platform for residents to learn more about the MPD latest initiatives, policies and procedures, and investigations.