

DEPARTMENT

results
minneapolis

Minneapolis Police Department

2017

Reporting: Minneapolis Police Department

Department Goals

Public Safety

Public Trust

Results + Rationale 2016

- **Focused Enforcement:** The department sees the best results when focusing resources in specific ways, for example -on a specific category of crime or in a specific geographic area
- **Flexibility in how we work:** The department has to balance proactive work and reactive work, by being flexible to the changing needs of each situation as it develops
- **Resources:** The department needs to have the right resources. Not having the right resources impacts our departments' ability to work effectively and efficiently

- **Building a culture of Accountability:** The department believes in holding each other accountable to the changes that we want to see from within our department
- **Partnerships:** The department focused on building partnerships at the neighborhood, local, state, and national level to help us with building trust and legitimacy with our community
- **Community Education & Engagement:** It is critical that we spend time educating the community on public safety, which means spending time at community events and out with the public. This is critical in building trust.
- **Policies:** we continue to take an intentional look at policies that impact our community, also reviewing them to see if through good intentions there were unintended consequences
- **Training:** Providing the right training for our officers and civilian staff is critical in building trust and improving public safety

Changes to planned work 2017

- Emphasis to reduce and prevent violent crime in our city, by collaborative community outreach, focused enforcement, and working with our other service partners in examining the best ways to minimize youth exposure to family violence

- Work with the community and community partners to build trust
- Implement policies that promote transparency
- Begin implementation of recommendations made by OJP
- Complete training for civilians on procedural justice modules
- Subject Matter Experts within MPD will work on implementation of new MPD Police Information Management System (PIMS), which is scheduled to replace the current CAPRS system in early 2018.

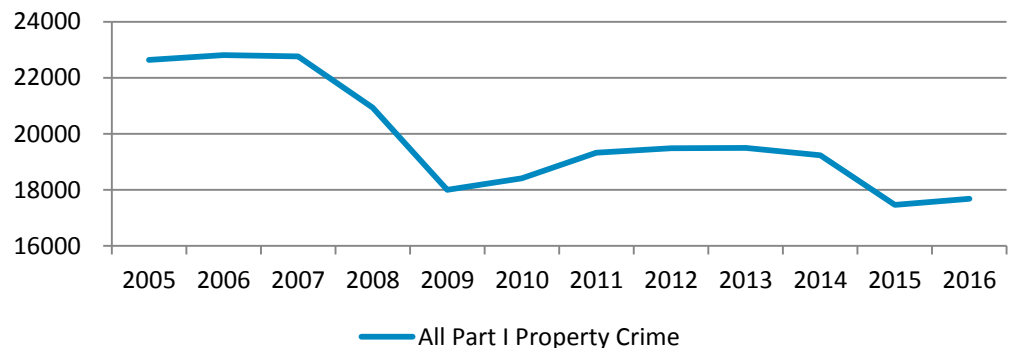
Public Safety: Focused Enforcement

We did not meet the target of decreasing property crimes through crime reduction initiatives due to the significant increase in auto thefts and slight increase in larceny.

Part 1 Property Crimes increased overall by 2.08%

- 3.74% decrease in Burglary
- .85% increase in Larceny
- 15.7% increase in Auto Theft
- 25% decrease in Arson

Part I Property Crimes
Count of Actual Offenses: 2005-2016



What we did well:

Education

- Crime Prevention Specialists held educational workshops & distributed crime alerts
- Precincts placed informative flyers on cars in areas where theft from vehicles are high, advising people not to leave valuables in car or leave cars unlocked
- Mock tickets issued to people for leaving vehicles idling

Partnerships

- MPD worked collaboratively with partners – YCB, MADDAD's, DID, Neighborhood Associations and others to help keep city safe, vibrant and welcoming

What challenges we encountered?

- Garage doors being left open
- Creative ways to recruit more block club leaders
- Seasonal challenges with cars running during cold months

Public Safety: Focused Enforcement

We **met our target** of reducing juvenile crime through collaborative efforts with internal and external resources.

What we did well:

- Our Juvenile Supervision Center & Juvenile Outreach and Diversion teams did a great job through education and awareness to both youth and their parents regarding risks associated with juveniles not being supervised, particularly after hours.
- Members of the Juvenile Outreach & Diversion Unit attended and participated in monthly and quarterly diversion program meetings with stakeholders, businesses, police recruits and Hennepin County Attorney's Office

Challenges:

Creating intentional safe spaces that include our youth in our community at the table to seek their input.

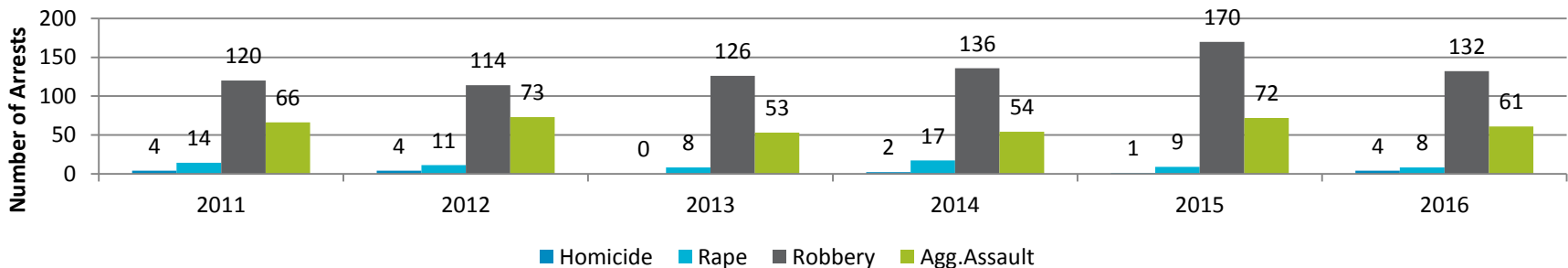
From 2015 to 2016

- 22% decrease in Juvenile Robbery arrests
- 15% decrease in Juvenile Agg Assault arrests
- Juveniles were the only age group 1-24, to see a decrease as being a victim of a violent crime
- 162 Juveniles were recommended for the diversion program

Youth Initiatives to Reduce Crime:

- PAL Program – 2808 youth served
- Bike Cops for Kids
- School Resource Officers – New Horizon Daycare – reading to children
- Collaboration w/ Youth Coordinating Board (YCB)
- Youth Council; Youth Link Sleep-out
- Youth events at People Serving People
- Implemented Youth Outreach Beat

Juvenile Arrests for Violent Crime



Public Safety: Focused Enforcement

The MPD **did not meet** the target of a reduction in violent crime for 2016, despite using effective crime reduction tactics. Preliminary FBI statistics show a national trend of a 5.3% increase in violent crime.

Possible reasons why violent crime has increased:

- Research data indicates that we are more likely to see and have later negative interactions with children who were exposed to domestic assault at early age
- More youth being exposed to violence & verbal altercations that escalate into the use of weapons
- More altercations with guns
- Less guns seized by MPD = more guns on the street
- More incidents with multiple victims and amount of rounds in singular incidents have increased
 - 344 victims, 338 people, 287 incidents
 - 5 victims were shot more than once
 - 1 victim was shot 3 different times in 2016

Challenges in addressing increase:

- More incidents of disrespect are being played out via social media real-time
- Trauma and lack of community resources creates a sense of hopelessness in some communities, and we are seeing a disproportionate number of African-American boys and men in this category
- More education and awareness encouraging victims to report crimes, results in an increase in the number of crimes reported – this could be a situation where public trust is increasing because they are reporting but it also looks bad because of the increase in incidents

What we are doing:

- Collaboration with Ceasefire University to reduce crime through social and community support and accountability
- Numerous community engagement initiatives and collaborative partnerships
- Partnership with the National Initiative for building community trust and justice
- The Violent Crimes Investigation Team (VCIT) partner with internal and external groups to identify and take aggressive enforcement action against offenders most likely to use gun violence against another person in the City of Minneapolis. Within MPD the Shooting Review Team, NIBIN Team and other units work together to identify individuals who have been involved in recent shootings. They then work collaboratively with probation and the court system to ultimately reduce gun violence and other violent crime.

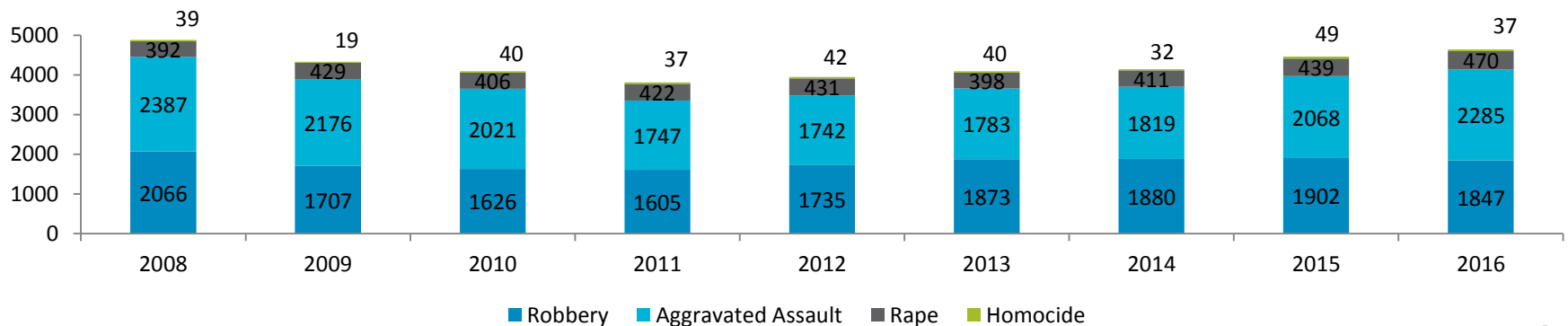
Public Safety: Focused Enforcement

Gun Violence Categories Used in Minneapolis

- Violent Crime Arrests down 8.5%
- Guns used in crime was up 11.1% (*defined as all incident reports w/ gun used in crime, MO, weapon, or injury type*)
- Victims of gunshot wounds were up 27.7% (*defined as count of victims injury type, gunshot wound*)
- 53 guns were seized as a result of a TLE in 2016 compared to 63 in 2015 and 59 and 2014

January to December	2016	2015	2014
Aggravated Assaults with a firearm (<i>UCR query of victims with firearm involved</i>)	701	506	412
Robberies with a firearm (<i>UCR query of robbery incidents with a firearm involved</i>)	591	600	620
People Shot (noun) (<i>Count of victims injury type, gunshot wound</i>)	341	267	226
Guns seized as evidence	627	681	692
Person with a gun calls	1450	1356	1314
Shooting incidents (verb) (<i>SQL query count of incidents where victim shot or shot at and discharged weapons</i>)	1592	1387	619
Gun Violence (<i>All incident reports with gun used in crime, MO, weapon, or injury type</i>)	2475	2226	1478

Violent Crime



Public Safety: Focused Enforcement

The MPD **did meet** the target of a reduction in Robbery violent crime for 2016.

What we did well:

- Focused patrols, foot beats and saturation details in high crime areas
- Numerous community engagement initiatives and collaborative partnerships
- Great intel sharing between Investigations and Patrol
- Investigation follow up and video gathering has helped
- Good coordination between the Robbery and Assault/VCIT Units on all robberies where a victim is shot

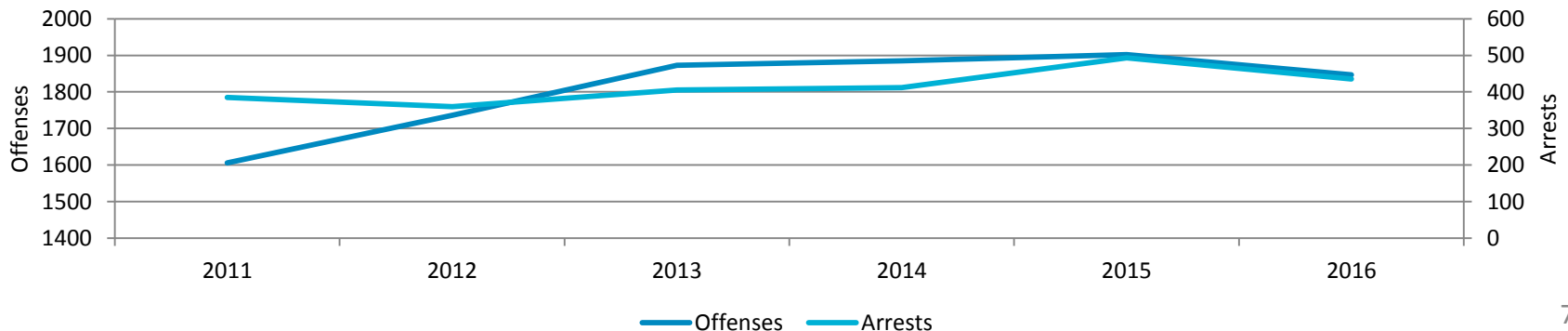
Challenges:

- Aggravated Assaults turn into robberies – need effective response to assault
- Large case loads for investigators
- Find creative ways to continue to educate public on how to be safe – example: U of M students

What we could do better:

- Increase cameras and technology throughout City
- Work with businesses to do security assessments
- Educate non-English speaking population on lowering their risk of being victimized – not carrying large sums of cash, cell phone distraction, and being aware of their surroundings

Robbery Offenses and Arrests



Public Safety: Flexibility

We met our target of increasing effectiveness of law enforcement strategies by being fluid and agile in response tactics and operational efficiencies and effectiveness, by successfully enforcing the law and assisting groups with the right to maintain their rights to free speech and peaceably assemble.

What we did well:

Reactive

- Communication internally and communication with event organizers was key to peaceful demonstrations

Proactive

- Pre-planning and debriefing with our city enterprise partners was essential to ensure we had sufficient resources and were prepared
- Through the planning and communication, numerous marches, rallies, and protests occurred peacefully and with minimal arrests or incidents

Challenges:

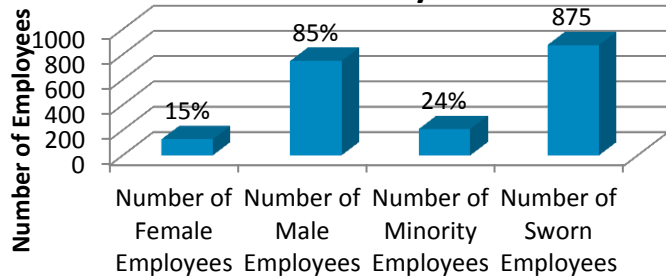
- We will have to dedicate time to both our officers, community stakeholders, and elected officials in explaining that flexibility at times requires a change in practice that we have grown accustomed to. If traditional measures of policing success have been viewed from the response time model (how fast an officer responds to and clears from a service call) than intentionally asking our officers to spend more time at service calls positively engaging with the community may result in increased response times. This flexibility and change requires communication, explanation, understanding, and support from all impacted.
- Ensuring the safety of everyone during protests, including safe movement and travel for those expressing their 1st amendment rights.

What we could do better:

- Increase band-width communication with city enterprise partners through improved technology
- Increase communications with community stakeholders
- More intentional debriefings and check-ins with sworn and civilian staff following significant incidents

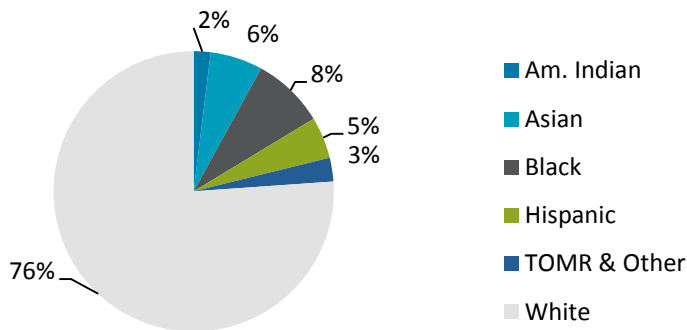
Public Safety: Resources

2016 Makeup of Sworn Employees by Gender & Minority Totals

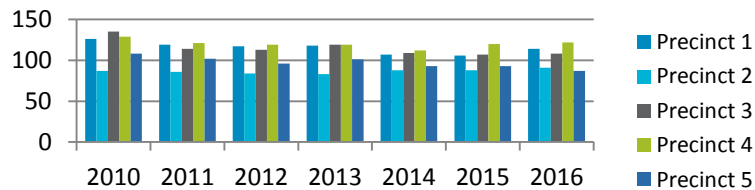


Source: Comet - as of 1/1/2017

2016 Ethnic/Racial Diversity for Sworn Employees



Staffing Levels by Precinct



Source: WFD - Totals do not include sworn assigned to Investigations, Temporary or Seasonal officers. Totals as of 1/1 annually.

We met our objective of increasing effective operations, by being fluid and agile in our response tactics and operational efficiencies; by creating additional units to focus on specific functions; and by utilizing staff in creative ways .

What we did well:

- Our department is focused on increasing diversity, and hiring and training the best officers in the country
- Community Service Officer is the best pathway for recruiting diversity – but it is the longest route and the most expensive
- We review calls for service, staffing levels and other factors to determine whether resources need to be diverted from one area to another

Effective use of staffing – Multiple new units were created in 2016 to focus on specific functions:

- **Quality Assurance Division**– created to review, identify and improve operations, efficiencies and professionalism; to proactively identify potential problems or deficiencies that need to be addressed; and to ensure operational consistency throughout the department.
- **Early Intervention System (EIS) Unit** – created to improve employee performance and to identify areas in which employees need assistance to improve their performance.
- **Precinct 1 Juvenile Outreach Beat** – created to increase public safety by strengthening relationships between officers and the teenagers/young adults who congregate in downtown areas on a daily basis
- **The Bicycle Rapid Response Team (BRRT)** – was implemented as a unit to provide crowd control at community events and protests, in addition to patrolling the cities bikeways
- **Police Information Management System (PIMS)** - is a temporary workgroup made up of permanent MPD employees who work with the vendor and City IT to become Subject Matter Experts (SME's) on the new MPD records management system, which is in the process of being replaced. The projected Go Live date is following the Superbowl in 2018.
- **The Superbowl 2018 Unit:** - was implemented as a temporary unit with temporary staff to assist with planning security for the event.

Challenges:

- Staffing shortages due to planned and unplanned events, retirements, leaves of absence, injury on duty, family medical leave, and uncontrollable contractual reasons
- Unexpected events impact ability for other initiatives due to limited resources
- Law Enforcement applicant pool both locally and nationally is suffering from lack of applicants overall, given the current recent local and national incidents involving police and communities of color
- Without adequate resources all areas of law enforcement suffer
- We need flexibility to keep in line with changes and trends that occur in the communities and have the numbers with the work force to be innovative and creative to provide highest level of public safety and public service to the community.

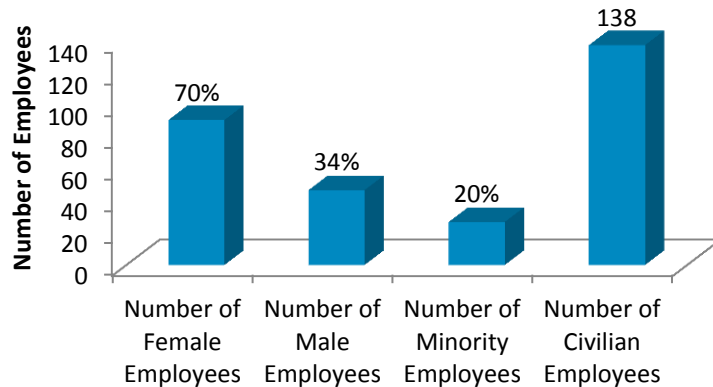
What we need to do better:

- Create better tracking mechanism for data and statistical requests , and evaluate ways to charge for data – both internal and external
- Continuous evaluation of staffing needs based on current and expected initiatives, crime rates, public expectations, expected population growth and a variety of other factors ,to determine better ways to manage staffing levels and work loads

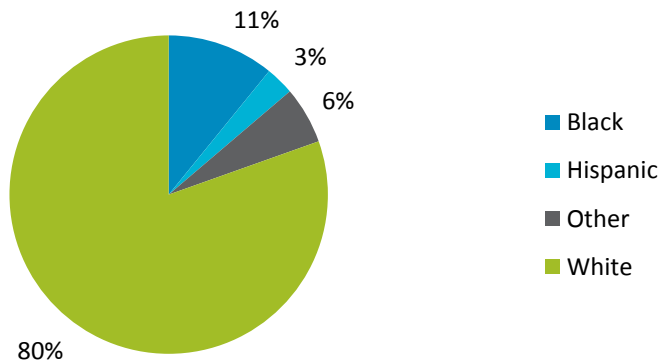
Public Safety: Resources

Civilians at all levels make important contributions to the MPD, and played a significant role in helping our department **meet our goals** of making Minneapolis a safe place to live, work and visit, as well as helping citizens have confidence in and trust their police force.

2016 Makeup of Civilian Employees by Gender & Minority Totals



2016 Ethnic/Racial Diversity for Civilian Employees



What Civilians do well:

- Engage the community - providing education & information
- Support criminal investigation efforts
 - Crime scene processing & evidence collection
 - Log & properly store evidence to maintain chain of custody
 - Transcribe victim, witness, suspect statements
 - Provide court testimony
- Perform crime mapping and crime analysis
- Conduct research and perform analysis
- Provide customer service
- Maintain official records
- Respond to and compile requests for data
- Conduct training
- Perform administrative work
- Wear multiple hats across various units where needed to cover shortages or staffing needs

Challenges:

- Challenging to keep people in some positions – training is expensive
- Review need for more civilian staffing as sworn staffing increases
- Data practice requests overwhelming – staff time to compile requests v actual dollars recovered is minimal - changes needed by State or Ordinance

Public Trust: Building a culture of accountability

We met our objective of building a culture of accountability. When implementing MPD 2.0 to the department, Chief Harteau said the following, *“Our culture has been created over many years—We inherited it. Culture drives performance. Ultimately makes the difference between success and failure. We have the ability to change it. Begins today....begins with each of you....”*

What we have done well:

Over the last few years, we have used stepping stones as building blocks to create a solid foundation to instill a culture of accountability within the MPD. We are starting to see large portions of both sworn and civilian employees understanding and grasping the importance and impact of their actions on the communities we serve.

Some of those stepping stones include:

- Chief Harteau requesting assistance from the Office of Justice Programs (OJP) to assess such areas as communications, community engagement, police conduct and oversight, EIS, and performance mentoring, their processes and seeking recommendations to improve accountability.
 - As a result of the OJP’s analysis, five subcommittees were established to develop implementation proposals for the department
 - Those proposals were under review by Chief Harteau at the conclusion of 2016 and some work had begun
 - Early Intervention System (EIS) in early stages of operation
 - Internal Affairs and Office of Police Conduct Review website was streamlined and process was clarified
- Positioning MPD to be one of six cities to serve as a pilot site to develop and implement DOJ and John J College guidance for local police to create better procedures to reduce racial bias and strengthen citizen’s trust under former President Obama’s Department of Justice’s National Initiative for Building Community Trust and Justice
 - As a result of the being part of the National Initiative for Building Community Trust and Justice, the MPD sent officers to receive training on procedural justice curriculum in 2015, which the MPD officers then delivered to all sworn MPD employees in 2016. MPD’s goal was to integrate model Procedural Justice and professional service practices into the MPD, in order to ensure a high quality and trustworthy police force.
- Requesting the Department of Justice COPS Office conduct an after action review of the precinct 18 day demonstrations and protests, following the fatal shooting of a community member in 2015

Other measures to create a culture of accountability include:

- Working collaboratively with Office of Police Conduct Review to re-work discipline matrix
- Having Leadership & Organizational Development reviews all use of force incidents to ensure force is being used consistent with training
- MPD 2.0 – performance measures for sworn and civilian

Challenges:

Finding ways to get messages to front-line supervisors that empowers them, but also provides them with key, helpful information that they can then pass on to their officers.

Public Trust: Partnerships

We met our objective of increasing public trust by promoting transparency. Partnerships are key to building good relationships. We strengthen our relationship when community is genuinely included and collaborates with us in how they want public safety services delivered in their community. This helps build trust and legitimacy with the MPD and that's what we strive for. We do this well.

What we did well:

- Kept public informed on important issues multiple ways – press release, social media, website
- Provided the community with multiple forums for input
 - Chat w/ Chief sessions
 - Citizens Advisory Committee
- Held a Chief's Youth Leadership Summit
- Conducted monthly meetings with Chair of PCOC
- Implementation of the Police Community Support Team

Partnered with:

- Social Service-based organizations
- Hospitals
- Schools
- Businesses
- Local, State & Federal LE
- Faith-Based Organizations
- Youth Organizations
- Parks
- City enterprises
- Elected Officials
- Private Sector Corporations
- Non-profit Organizations

Challenges:

We need to meet our youth at their spaces. We need to listen, value their input, and seriously review their ideas and solutions to improving police/youth relationships and ways to build hope in our community

What we could do better:

Continue to expand our partnership bases

Public Trust: Community Education

We **met our goal** of increasing community education on MPD processes. Educating people in our community helps reduce crime and, build trust and partnerships.

What we did well – just a few of the many educational events and activities that took place in 2016:

- Shared MPD Procedural Justice principles with +1K citizens during 2016
- Crime Prevention Specialists held educational workshops on how to recognize and prevent crime from occurring
- Juvenile Supervision Center & Juvenile Outreach & Diversion teams provided education and awareness education to both youth and parents on risks associated with juveniles being left unsupervised
- Participated in events for Deaf & Hard of Hearing, the Autism Society of MN, and the MN Sexual Assault Resource Center
- The department held a Citizens Academy
- The Community Engagement Team held multiple educational events in our ethnic communities about crime prevention
- The Community Engagement Team also held programs on preventing violent extremism

Challenges:

- Educating members of the community regarding what roles MPD personnel play and which resources MPD can provide to them, and what resources are available to them throughout the community.

Public Trust: Community Engagement

We believe we are making significant progress towards our goal of citizens having confidence in and trusting their police force, through our community engagement efforts.

What we did well in 2016:

In 2016, both our Sworn and Civilians worked hard to engage the community in a positive manner.

- Numerous community events were held by or attended by MPD – National Night Out, Precinct Open Houses, community parades, community picnics
- Bike cops for kids connect with kids in the summer months after school is out for the summer, giving out free bike helmets, bike locks, MPD water bottles and ice cream.
- Chief Harteau’s Youth Summit brought together over two hundred youth to address gun violence and police community relations
- Chief Harteau led several “Empathy and Healing Sessions” with both long-time and emerging leaders who represent different races and faiths throughout the city of Minneapolis
- Chief’s Youth Leadership Advisory Council brings a diverse group of youth together, giving them a voice in public safety and community relations conversations
- Chief’s Annual Community Bike Ride – approximately two dozen officers took part in the ride
- Partnered with Little Earth community to apply for Byrne Innovation Grant
- Assisted in Minneapolis engagement of *Voices of Youth Count* (N.I. affiliated research initiative about homeless youth)

Challenges – what we need to do better:

- Continue to be creative with communication efforts

Public Trust: Policies

Building public trust through policy changes encompasses multiple objectives in our business plan and **we were successful in meeting all of the objectives** which relate to this.

In an effort to improve our trust and transparency with our community, we continue to take an intentional look at policies that impact our community, also reviewing them to see if through good intentions there were unintended consequences. We continue to want to make sure that our policies hold us accountable, keep our officers and public safe, serve our community and keep us current and relevant, with ever changing societal times.

What we have done well:

- For many years, we have had an excellent process for policy review and creation in place
- We have done a good job bringing stakeholders to the table in order to produce the most comprehensive and complete policy possible, while balancing officer safety, the rights of citizens and liability to the city
- We have been making intentional culture changes within the organization that we have not experienced in the past
- We have been doing national ground-breaking working in the area of procedural justice, sex trafficking and establishing domestic assault protocol

What we could do better:

We need to find creative ways to communicate to the public about the wonderful work we are engaged in and service we are providing to the community

Policies that were updated or created, that have impact on public trust

2016:

Search & Seizure
Public Recording of Police Activities
Threatening Use of Force - De-Escalation
Professional Code of Conduct
Body Worn Cameras Interactions with Transgender &
Gender-non-conforming individuals
Use of Force – Duty to Intervene
Internal Affairs Call-Out Notification

2017:

Completed, in process or planned for 2017:

Professional Code of Conduct
Use of Force
Internal Affairs Process
Complaint Process
Search & Seizure
Off Duty Employment

Public Trust: Training

We are on track to meet our goal of citizens having confidence in and trusting their police force in the area of training. Our training continues to focus on building community trust, community engagement, police oversight and conduct.

In 2016, The Leadership & Organizational Development Division provided an unprecedented level of training to the Minneapolis Police Department. There were several significant initiatives throughout 2016 that provided training to the department that no other department in the state and only a few others in the country will have received. This has resulted in the officers of the MPD being among the best and most diversely trained officers in the country.

- All new Lieutenants went through the Leadership U program
- All new Sergeants went through the Supervisor U program
- All Sergeants and Lieutenants were required to participate in five 1-hour sessions on Advanced Leadership and Supervision
- Six female officers attended the IACP Women's Leadership Institute conference
- Annual POST mandated training
- All personnel assigned body cameras underwent body camera training
- Specialized training for plain clothes officers
- Search Warrant Training for Investigators

MPD Procedural Justice Training in 2016:

- Trained 860 sworn personnel in PJ1, PJ2, and PJ3
- Trained 60 recruits/cadets
- Conducted one community training

Additional training our officers completed which helps them do their jobs better and engage the community in a more professional and compassionate manner:

- Crisis Intervention (CIT) – 585 officers received each received 40 hours of training to better serve our Mental Health Community
- Fair & Impartial Policing Training – to better serve our diverse residents of Minneapolis
- Verbal Communications – explores potential barriers between LE & diverse communities they serve