



The President's Task Force on 21st Century Policing - 6 Pillars

Draft: March 21st, 2016

The 6 Pillars



Pillar 1: Building Trust & Legitimacy

- Promoting trust and ensuring legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles



Pillar 2: Policy & Oversight

- Developing comprehensive and responsive policies on key topics while also implementing formal checks/balances and data collection/analysis



Pillar 3: Technology & Social Media

- Balancing and embracing technology and digital communications with local needs, privacy, assessment, and monitoring



Pillar 4: Community Policing & Crime Reduction

- Encouraging the implementation of policies that support community-based partnerships in the reduction of crime



Pillar 5: Training & Education

- Emphasizing the importance of high quality and effective training and education through partnerships with local and national training facilities



Pillar 6: Officer Wellness & Safety

- Endorsing practices that support officer wellness and safety through the re-evaluation of officer shift hours and data collection/analysis to help prevent officer injury

PILLAR 1

BUILDING TRUST & LEGITIMACY

People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do. The public confers legitimacy only on those they believe are acting in procedurally just ways.

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.</p>	<ul style="list-style-type: none"> -PERF Legitimacy Project in Cedar Riverside -Implementing with internal policies. -LOD starting to review all use of force incidents to ensure it is being used consistent with training. Correction (training) will be giving quickly. -Implementation of Distance and Cover=Time. - Review of academy curriculum to show balance of warrior vs. guardian, with emphasis on increase of guardian based training. 	<ul style="list-style-type: none"> -Policy in progress that prohibits deadly force against individuals who pose danger only to themselves. -Adding in policies that speak to more effective tactics that officers can use. -Reward officers to verbalize suspects v. going right to force whenever we can.
<p>Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.</p>	<ul style="list-style-type: none"> -NI Training with BJA Blue Courage -NI Project on Racial Connection 	<ul style="list-style-type: none"> -Teach officers to be community builder as we teach civilians. Would recommend name change
<p>Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy</p>	<ul style="list-style-type: none"> -MPD Value Statement on Transparency -Change our termination language if grieved so we tell the public its going through the process with the Union. -Transparency on communications OJP recommendations and outcomes 	<ul style="list-style-type: none"> -Better reporting out on use of force and discipline. (OJP) -Audit training to ensure that it reflects core values.

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice</p>	<p>-Starting to do this internally with new or re structured polices when we can.</p>	<p>-Provide information internally on use of force incidents.</p>
<p>Proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.</p>	<p>-PAL Program -Increased PAL Program on north side. - MPD Citizens Academy - Youth Summit - MPD Media/Citizen Training Days</p>	
<p>Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.</p>	<p>-Cops out of cars -Tracking positive connections have reduced traffic stops but increased public trust</p>	<p>-Education of community when implementing crime strategies.</p>
<p>Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.</p>	<p>-Increased our diversity work force through hiring in the CSO Program and & Cadet Program.</p>	<p>-Implement Community Officers (civilian staff that works in community).</p>
<p>Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.</p>	<p>-CET Program -PERF Recommendations beat officers in Somali communities -Language Line used in dispatch and officers/investigators.</p>	<p>-More education in immigrant communities on mental health and trust In the system.</p>

PILLAR 2

POLICY & OVERSIGHT

Citizens have a constitutional right to freedom of expression, including the right to peacefully demonstrate.

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>2.1 Recommendation: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.</p>	<p>The MPD collaborates through many forms with community members to develop policies and strategies aimed at reducing crime and improving relationships. Precinct PAC meetings, Neighborhood Association Meetings, PCOC Meetings, Community Chaplains, and the CCAC.</p>	<p>Strengthen the outreach with our Youth populations. Build upon the Chief's Youth Congress and Youth summit. Look at ways of leveraging our CET in these neighborhoods disproportionately affected by crime.</p>
<p>2.2 Recommendation: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.</p>	<p>The MPD's Use of Force Policies involves training for all officers. Use of Force incidents are reviewed by both responding supervisors (Force Review) and IAU. The PCOC also conducts audits on MPD's Use of Force incidents. MPD Use of Force policies are available to the public on-line.</p>	<p>IAU and PCOC continue to evaluate and conduct audits on the MPD's use of force policies to make sure they are both effective, builds in community trust, and our best practices. -Developing a Force Review team of IAD & Training personnel to review Use-of-force incidents to ensure it was consistent with policy and training.</p>
<p>2.2.1 Action Item: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.</p>	<p>MPD policy provides broad discretion in certain situations for its officers. The MPD is currently creating a specific stand-alone De-Escalation policy that should be completed soon.</p>	<p>Work with LOD on specific training on De-Escalation.</p>

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>2.2.2 Action Item: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.</p>	<p>Chief Harteau has initiated a recent protocol establishing an independent criminal investigation into MPD police use of force resulting in death including officer involved shootings and in-custody deaths.</p>	<p>Current protocol is on-going and being assessed.</p>
<p>2.2.3 Action Item: The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.</p>	<p>Cases with these types of extenuating circumstances can be brought forth after the independent criminal investigation to a County Prosecutor for review of merit for a grand jury.</p>	<p>Further discussions with Chief Harteau.</p>
<p>2.2.4 Action Item: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.</p>	<p>The MPD provides annual data on police firearms discharge to the BCA. Through the National Initiative for Building Community Trust and Justice The Center for Policing Equity will begin to gather MPD's data and store in their national data base.</p>	<p>On-going work with our NI data collection partners.</p>
<p>2.2.5 Action Item: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.</p>	<p>The MN Data Practices Act governs the release of public information on all use of force incidents.</p>	<p>Further Discussions with Chief Harteau.</p>

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>2.2.6 Action Item: Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.</p>	<p>There has been some discussion regarding a collaboration of both MPD and Community members to create a type of Critical Incident Response Team.</p>	<p>Further discussions with the AC and DC of Investigations.</p>
<p>2.3 Recommendation: Law enforcement agencies are encouraged to implement non punitive peer review of critical incidents separate from criminal and administrative investigations.</p>	<p>The DC of Professional Standards is exploring this. EIS might be a part of this review as well.</p>	<p>Await EIS implementation.</p>
<p>2.4 Recommendation: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.</p>	<p>LOD consideration?</p>	<p>Discuss further with the DC of Professional Standards/LOD.</p>
<p>2.5 Recommendation: All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.</p>		

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>2.6 Recommendation: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.</p>	<p>This data is currently available for arrests. The MPD plans to capture this data as well for Terry Stops & Frisks.</p>	<p>On-going. Finalize IT support.</p>
<p>2.7 Recommendation: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.</p>	<p>The MPD has established protocols that direct officers to provide for the safety of demonstrators/marchers through measures such as traffic control and working closely with event organizers to ensure intersections and roadways are safe while they march.</p>	<p>Work with LOD on Mass Demonstration planning and tactics.</p>
<p>2.7.1 Action Item: Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.</p>	<p>Chief Harteau has called for an independent review of the 4th Precinct mass demonstrations by the COPS Office to review and assess actions done right and areas where we can improve.</p>	<p>Exam the recommendations from the COPS After Action and the MPD's own De-Brief.</p>
<p>2.8 Recommendation: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.</p>	<p>The City of Minneapolis through City Ordinance created the Police Conduct Oversight Commission (PCOC) in September of 2012. -LOD meets monthly with PCOC and have developed training opportunities for the commissioners to audit MPD Training and provide feedback</p>	<p>Continue to work more closely with the PCOC.</p>

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>2.9 Recommendation: Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.</p>	<p>The MPD does not have a department practice of ticket or citation quotas. The MPD's Impartial Policing policy emphasizes the importance of positive citizen contact.</p>	
<p>2.10 Recommendation: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.</p>	<p>MPD's Policy 9-201 outlines where a Consent Search can be utilized.</p>	<p>Stand-Alone Consent Search Policy that's more detailed.</p>
<p>2.11 Recommendation: Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.</p>	<p>MPD's Professional Policing Policy 5-104.01 notes the importance of officers stating/explaining the reason for the stop and the search.</p>	<p>MPD issued Business Cards for all employees.</p>

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>2.12 Recommendation: Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President’s Advisory Council on HIV/ AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.</p>	<p>The MPD is currently drafting specific policy related to stops and searches of our transgender community members.</p>	<p>Continue to listen and gather input about transgender policy from the City’s Transgender Workgroup and our Transgender community.</p>
<p>2.13 Recommendation: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.</p>	<p>The MPD’s Impartial Policing Policy addresses profiling.</p>	<p>On-going Procedural Justice Training/Fair & Impartial Policing Training.</p>

PILLAR 3

TECHNOLOGY & SOCIAL MEDIA

Implementing new technologies can give police departments and opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability and privacy.

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>3.1 The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.</p>		
<p>3.2 The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.</p>	<p>Listening sessions and public input on BWCs</p>	<p>-Create an Officer Advisory Committee on technology. Similar to the squad car committee. -Citizen's committee on use of certain technologies (Seattle PD).</p>
<p>3.4 Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.</p>	<p>-Work with IGR and individual legislators to influence changes in the law. -Work with lobbyist groups such as League of Cities and MCPA.</p>	

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>3.5 Law enforcement agencies should adopt model policies and best practices for technology based and community engagement that increased community trust and access.</p>	<ul style="list-style-type: none"> -Policy manual is publically available online. -We post our BWC SOP and will post our BWC policy. -Social Media Team. -You Tube channel. 	<ul style="list-style-type: none"> -With the implementation of the new RMS, we should take another run at an open data website to comprehensive data on an on-going basis. -Post more You Tube videos and other electronic based media to show MPD.
<p>3.6 The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.</p>		
<p>3.7 The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.</p>		

PILLAR 4

COMMUNITY POLICING & CRIME REDUCTION

Community policing requires the active building of positive relationships with members of the community.

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
4.1 RECOMMENDATION: law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.	<ul style="list-style-type: none"> -Cops out of cars (having positive conversations with community -Beat Officers -SRO officers working beats in high crime areas in summer engaging organically with community -Community Engagement Team -PERF Riverside Study -Block Clubs 	<ul style="list-style-type: none"> -IMPLEMENT PERF IN OTHER PARTS OF CITY -OJP Recommendations -Connect with small businesses in neighborhoods -Geographic Assignments for Lieutenants -Strategy Book
4.2 RECOMMENDATION: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.	See Above OJP Recommendations	Use new cell phones to call victims of crimes/911 callers.
4.3 RECOMMENDATION: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.	Train with other partners and agencies	BRING FAITH GROUPS IN TRAINING AND RELATIONSHIP BUILD CHIEF'S KITCHEN CABINET WITH Matriarchs from Communities of Color Using HR to help support officers in a positive manner.
4.4 Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.		Mental Health Drop Off Center

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>4.5 Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.</p>	<ul style="list-style-type: none"> -Diversion -Chief's Advisory Council -Safety Centers -Community Meetings 	<p>Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities (Expand Safety Centers to North)</p> <p>Chief's Kitchen Cabinet with Matriarchs</p>
<p>Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.</p>	<p>SRO Program</p> <p>Diversion</p> <p>Limited or no involvement in school discipline.</p> <p>Co-Training with MSP</p> <p>GREAT Program</p> <p>Hotspot Domestic Violence Project</p>	<ul style="list-style-type: none"> -Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline. -Recommendation: Change SRO's name to

PILLAR 5

TRAINING & EDUCATION

Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understand within the agency.

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>5.1 Recommendation: The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.</p>		
<p>5.2 Recommendation: Law enforcement agencies should engage community members in the training process.</p>	<ul style="list-style-type: none"> - Media Training Day - PCOC Training Events - MPD Citizens Academy 	<p>-Working with PCOC to organize a civilian training day, in addition to the current events for the community.</p>
<p>5.3 Recommendation: Law enforcement agencies should provide leadership training to all personnel throughout their careers.</p>	<ul style="list-style-type: none"> - Command Schools - City of Mpls Leadership U - City of Mpls Supervisor U - Talent Review Process - Leadership Development Planning Process 	<ul style="list-style-type: none"> - PATROL Online Advanced Supervision & Leadership Courses - Develop a Basic & Advanced Leadership Development Curriculum - Leadership Discussion Group - Toastmasters Leadership Training
<p>5.4 Recommendation: The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.</p>		

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>5.5 Recommendation: The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion</p>		
<p>5.6 Recommendation: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.</p>	<ul style="list-style-type: none"> - All Patrol Officers will be trained in CIT by the end of 2016 - All Officers/Sergeants in non-patrol units will be trained by the end of 2017 - All new recruits/cadets will be trained in CIT immediately following the FTO phase of their training 	<ul style="list-style-type: none"> - Work with our Mental Health partners in the community to develop an effective CIT refresher training program and provide annual/bi-annual refresher training.
<p>5.7 Recommendation: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.</p>	<ul style="list-style-type: none"> - MPD Communications class offered at in-service 2015 and will be included in pre-service training for all future academy classes. 	
<p>5.8 Recommendation: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.</p>	<ul style="list-style-type: none"> - Academy provides instruction on addiction 	
<p>5.9 Recommendation: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.</p>	<ul style="list-style-type: none"> - Fair & Impartial Policing provided to all MPD in 2015 (4 hours). This is provided to all new recruits - PATROL Online, 2 one-hour sessions on Implicit Bias in 2015 - National Initiative 2016 	

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>5.10 Recommendation: POSTs should require both basic recruit and in-service training on policing in a democratic society.</p>	<p>?</p>	
<p>5.11 Recommendation: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.</p>	<p>Preface of the MPD Policy/ Procedure manual HIGHER EDUCATION The policy of this department is to encourage employees to pursue higher education goals so the Department can deal more effectively with law enforcement problems in an increasing complex and sophisticated community.</p>	
<p>5.12 Recommendation: The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.</p>	<p>- This recommendation is specific to the Federal Gov't, but the MPD incorporates scenario-based training in all applicable areas of training for both pre-service and in-service training.</p>	
<p>5.13 Recommendation: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.</p>	<p>- MPD recently evaluated the current FTO program and made changes to the extension process. - 2016 hired 26 new FTO's to refresh the program.</p>	<p>-Succession planning for the current FTO coordinator -Review current FTO program to ensure we are using best practice</p>

PILLAR 6

OFFICER WELLNESS & SAFETY

The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety.

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
6.1 The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.		
6.2 Law enforcement agencies should promote safety and wellness at every level of the organization.	<ul style="list-style-type: none"> -Health club memberships -Organized health club classes -Access to health club staff -City offered classes on health and wellness. 	<ul style="list-style-type: none"> -Mental health check ins for officers involved in critical incidents. These should occur on a regular basis after the critical incident.
6.3 The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically support shift lengths by law enforcement.		
6.4 Every law enforcement officer should be provided with individual tactical first aid kits and training, as well as anti-ballistic vests.	<ul style="list-style-type: none"> -Patrol officers are provided with tactical first aid kits and training. -Anti-ballistic vests are reimbursed. 	<ul style="list-style-type: none"> -Highlight success stories of use of the first aid kits. -Mandatory replacement of kits after use.
6.5 The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths, but also on injuries and “near misses”.		

RECOMENDATION	WHAT WE ARE DOING	WHAT ELSE CAN WE DO?
<p>6.6 Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.</p>	<p>-MPD has policies requiring seat belt use and anti-ballistic vest use.</p>	<p>-Create a strategy to hold officers accountable when they fail to use a seat belt. -Create a strategy to educate officers on the success of use and failures when not used.</p>
<p>6.7 Congress should develop and enact peer review error management legislation.</p>	<p>MPD is creating a force review team to analyze use of force in a timely manner and provide immediate training/correction/feedback.</p>	
<p>6.8 The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with the vehicle collision prevention “smart car” technology that will reduce the number of accidents.</p>		