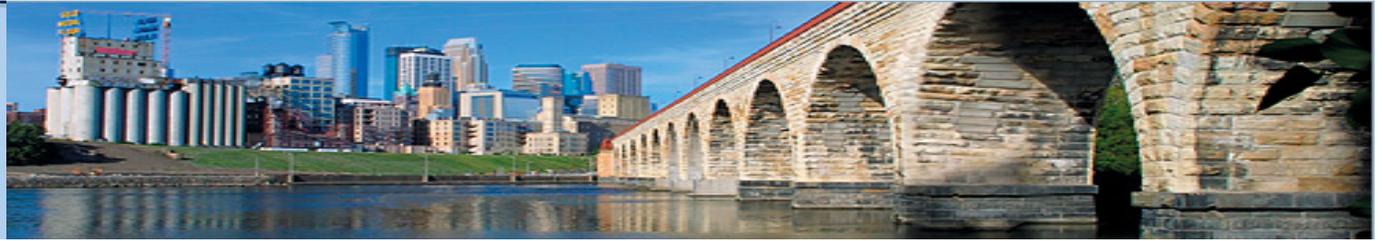




**Minneapolis**  
City of Lakes



# **A Review of the Minneapolis Police Department's Internal Affairs Unit**

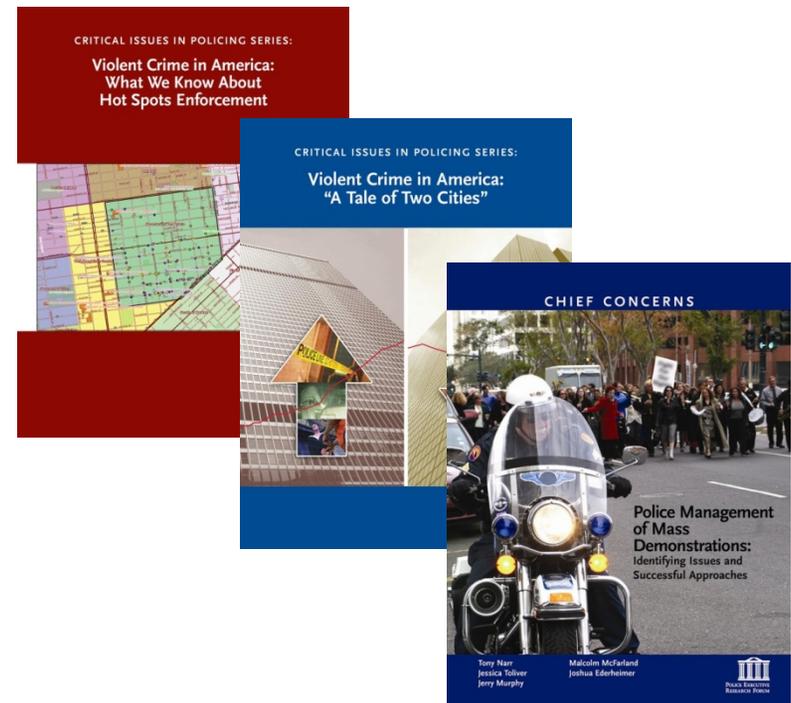
by the Police Executive Research Forum

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# About the Police Executive Research Forum (PERF)

- PERF is a Washington, D.C.-based research and consulting firm specializing in policing.
- PERF has performed more than 180 management studies of police agencies, and has published many other reports on policing issues.
- PERF stimulates debate about police issues within the profession and among policy-makers, the media, and the public.



# About the Police Executive Research Forum (PERF)

- PERF conducts research on the issues of greatest concern to police executives. Recently these topics have included:
  - the impact of the economic recession on police budgets and operations
  - violent crime
  - use of force
  - illegal immigration
- PERF's Senior Management Institute for Police (SMIP) educates current and future police leaders.
- PERF is a recognized leader in setting policing standards. PERF was one of founding agencies of the Commission on Accreditation for Law Enforcement Agencies (CALEA).



# Scope of Study – Internal Affairs

- Organizational Structure
- Complaint Process
- Investigative Process
- Procedural Legality
- Integrity of Process
- Discipline Process



# Study Methodology

- Review of Materials
  - Case Files
  - Policies, procedures, manuals
- Participation by the Public
- Interviews
  - Internal
  - External
- Personal Observations
- Comparison Against National Best



# The Process – Including the Community COMMUNITY INPUT

- Two Open Forums – Opportunity for any member of the community to comment and express their opinions of the Minneapolis Police Department’s Internal Affairs Unit. The Open Forums were attended by 59 members of the community as well as representatives of the media.
- Focus Group Meeting – 8 representatives of the community invited by MPD were questioned on their views of the department’s IAU. Organizations represented included:
  - Lake Street Business Council;
  - Whittier Neighborhood Association;
  - Weed and Seed;
  - Block Club; and
  - Citizen Patrol



# The Process – Including the Department INTERNAL INPUT

- MPD One-on-One Interviews
  - Chief of Police
  - Assistant Chief of Police
  - Command Staff
  - Key managers and supervisors
  - All current and some past members of the IAU
- Focus Group Meeting – A discussion group of sworn representatives of the department
- Meeting with Federation



# The Process – Including External Stakeholders

## EXTERNAL STAKEHOLDERS

External Minneapolis stakeholders interviewed by PERF:

- City Council President and Council Members
- Public Safety and Regulatory Services Committee Chairperson
- City Coordinator and Deputy City Coordinator
- Minneapolis Civil Rights Director
- Police Community Relations Council
- Civilian Review Authority Chairperson and Board Members



# Comparative Analysis of IAU's

## Internal Affairs Survey Comparison Agencies

Police Department	Number of Sworn Personnel	Service Population
Indianapolis Police Department	1194	380,302
Wichita Police Department	663	380,000
<b>Minneapolis Police Department</b>	<b>900</b>	<b>373,000</b>
Cincinnati Police Department	1000	364,040
Arlington, TX Police Department	582	362,393
Miami Police Department	1057	358,548
Pittsburgh Bureau of Police	1100	350,190
St. Paul Police Department	579	275,000
Rochester Police Department	122	91,230
Duluth Police Department	141	86,000



# Comparative Analysis of IAU's

## Ratio of IA Staff with Sworn Officers

City	Sworn Staff	Sworn IA Staff	IA Staff per Sworn Staff
Arlington TX	582	3	194
Wichita	663	4	166
Pittsburgh	1100	7	157
Indianapolis	1194	8	149
St. Paul	579	4	145
Duluth MN	141	1	141
Minneapolis	900	7	129
Rochester MN	122	1	122
Minneapolis*	900	9	100
Cincinnati	1000	12	83
Miami	1057	21	50

\* PERF recommendation of adding 2 sergeants to the IAU



# Comparative Analysis of IAU's

## Type of Cases Handled

City	Type of Cases
<b>Arlington TX</b>	Judgment calls. Truthfulness. Criminal offenses the officer was alleged to be involved in. Rules violations. Racial profiling.
<b>Indianapolis</b>	Police officer shootings. Anything of a criminal nature. Force complaints. Anything aside from minor complaints.
<b>Miami</b>	Misconduct cases
<b>Pittsburgh</b>	All cases
<b>Wichita</b>	Investigate allegations of misconduct that may result in disciplinary action other than oral counseling. Investigations range from violations of policy and procedure to criminal misconduct.
<b>Rochester MN</b>	Reviews all cases that come to I/A's attention, though most are delegated to supervisor in officer's chain of command
<b>Duluth MN</b>	All cases, though about 2/3 are sent to officer's supervisor
<b>St. Paul</b>	Anything ranging from Racial Profiling to excessive force
<b>Cincinnati</b>	Internal and external allegations of: criminal misconduct and violations of department policy, excessive use of force, discrimination, procedural violations and lack of service
<b>Minneapolis</b>	Critical incidents, use of force, internal and external complaints, civil rights complaints, and special investigations



# Comparative Analysis of IAU's

## Average Number of Days to Complete an Investigation

City	Average Number of Days to Complete Investigation
Arlington TX	30 days by policy
Indianapolis	Variable. Some can be done in two weeks. Others go on for a year
Miami	From 45-200 days, but 45-80 is standard
Pittsburgh	120 days to complete
Wichita	Attempt to complete in 30 days. More serious cases are in the 30-60 day range
Rochester MN	Policy is to clear within 10 days. Average is about a month
Duluth MN	Avg. of 30 days
St. Paul	10-12 weeks at the earliest (they have considerable backlog of uncompleted investigations)
Cincinnati	30-90 days
Minneapolis	Varies considerably. From a week to 180 days



# Comparative Analysis of IAU's

City	Avg. # of cases per year	Other Inspectional Role	IA Location	# of Levels IA Manager is from Chief	Highest Ranking Officer in IA
<b>Arlington TX</b>	Avg.39.2 cases 2003-2007	No	PD	1	Lieutenant
<b>Indianapolis</b>	100-120 per year.	Yes	Offsite	2	Lieutenant
<b>Miami</b>	297 in 2007	Yes	Offsite	1	Major
<b>Pittsburgh</b>	350 per year	No	Offsite	1	Civilian manager
<b>Wichita</b>	Not provided	Yes	City Hall (where PD is located)	1	Captain
<b>Rochester MN</b>	Was about 40. Last year had approx.26 cases	No	PD	1	Deputy Chief
<b>Duluth MN</b>	20 per year	No	PD	2	Lieutenant
<b>St. Paul</b>	Not Provided	No	PD	1	Commander
<b>Cincinnati</b>	300	Yes	PD	2	Captain
<b>Minneapolis</b>	Average of 66/year over the past 5 years	Yes	City Hall (where PD is located)	3	Lieutenant





# RECOMMENDATIONS



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# Recommendations: Structure

- The Internal Affairs Unit should report directly to the Chief of Police or Assistant Chief.
- The police department should move the Internal Affairs Unit to an off-site location.



# Recommendations: IAU Personnel & Training

- Staffing of the Internal Affairs Unit should be increased by two sergeants.
- The makeup of the Internal Affairs Unit should be ethnically diverse.



# Recommendations: IAU Personnel & Training

- New investigators should be required to attend a basic internal affairs investigation course within six months of their assignment to IAU.
- Continuing education and training should be required of internal affairs investigators on an annual basis.



# Recommendations: Community Outreach

- The Internal Affairs Unit should keep complainants apprised of the progress of their complaint.



# Recommendations: Case Assignment

- The department's practice of handling anonymous complaints should be modified and developed into a formal departmental policy.
- IAU cases should be assigned within five business days of receipt of the complaint and prioritized by their seriousness.



# Recommendations: Data Systems & Record Keeping

- All IAU investigations and processes should be centralized in one secured computer system and database.



# Recommendations: Adherence to Timelines

- The department should abide by a 45-day goal for the completion of an internal affairs investigation with a formal provision for extensions.
- The department should establish consistently consequence for failure to return the disciplinary action on an IAU investigation within the 30-day time limit.



# Recommendations: Adherence to Timelines

- The Minneapolis Police Department should endeavor to comply with the requirement to complete its review of the Civilian Police Review Authority's (CRA) "routine" complaint investigations and report Observations to the CRA Board within 60 days of receipt of the report.



# Recommendations: Discipline

- The Department should revise its current disciplinary matrix to describe in more detail specific violations and a range of disciplinary consequences for the accompanying behavior with mitigating or aggravating circumstances. The matrix should be periodically reviewed to ensure the level of discipline reflects current societal views and changes in the law



# Recommendations: Discipline

- The Department should publish a personnel order, minimally on a quarterly basis, that lists the behavior and disciplinary action taken against members of the department without naming the employee. Included in the order should be information such as:
  - Rank, race, and gender of the violator
  - Charge(s) sustained
  - Any mitigating circumstances (prior events,  
other aggravating circumstances)
  - Discipline imposed



# Recommendations: Investigative Practices

- A written directive should be included in the Internal Affairs Manual that specifies the conditions during an IA investigation, when:
  - Medical or laboratory examinations are administered;
  - Photographs of employees are taken;
  - An employee can be directed to participate in a line-up;
  - A financial disclosure statement is required; and
  - The use of instruments for the detection of deception are administered.



# Recommendations: Other Opportunities

- The department should move to complete its implementation of an Early Intervention System (EIS).
- The department should establish a staff inspections function.





# Questions & Comments



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