FOLLOW UP REVIEW

UPPER MIDWEST COMMUNITY POLICING INSTITUTE'S (UMCPI), OPERATIONAL ASSESSMENT OF METRO TRANSIT POLICE DEPARTMENT

PROGRAM EVALUATION AND AUDIT

METROPOLITAN COUNCIL

January 2016

Background

Metro Transit (MT) contracted with the Upper Midwest Community Policing Institute (UMCPI), a local Public Safety Training and Consulting non-profit agency, to perform an Operational Assessment of the Metro Transit Police Department (MTPD) in 2012.

UMCPI issued an Operational Assessment Report of MTPD in October 2012. The areas reviewed by UMCPI per their report included management practices, current leadership and practices, internal complaint process and internal affairs, professional standards of conduct ,staffing and organizational structure, limiting liability, efficiently managing and detecting unethical behavior and misconduct, disciplinary procedures, recruitment and retention of qualified individuals, community relations.

MTPD had begun implementing many of the recommendations prior to the operational assessment performed by UMCPI and has fully implemented a majority of the recommendations and has implemented annual internal surveys to address issues on an ongoing basis.

Objective

To determine whether or not MTPD has taken actions to address UMCPI recommendations.

Scope

This follow up review is limited to determining whether MTPD has addressed the recommendations provided by UMCPI and why recommendations have not been implemented, if applicable.

Methodology

To determine MTPD's actions regarding the UMPCPI recommendations the following methods of inquiry were used:

- MTPD Senior and Middle Management staff were interviewed,
- The following documents were reviewed:
    - Minnesota Legislation regarding Transit Policing including MN Statute 473.407
    - MTPD 2013 Annual Report
    - MTPD 2013 Completed Tasks
    - Applicable Met Council Policies related to MTPD Polciy1-3-1, Public Safety
    - Applicable Transportation Committee Minutes and Agendas (MTPD Reporting)
    - MTPD Organizational Chart
    - MTPD Job Descriptions
    - MTPD Labor Agreements
    - MTPD IT Project listing and Business Case documentation
    - Crime Statistics documentation

- ➢ MTPD Performance Goals and Metrics for on-Boards, response times
- ➢ MTPD Consultant's draft report on MT Transit Control Needs Assessment.
- ➢ MTPD Policies including Communication, Use of Force, Fare Compliance
- ➢ MTPD Committees consisting of all staff levels

Assurances

This follow-up review was conducted in accordance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing* and the U. S. Government Accountability Office's *Government Auditing Standards.*

OBSERVATIONS

Actions implemented by MTPD

Beginning in 2012 MTPD has re-structured the entire department by re-defining and clarifying roles. They have implemented an updated organizational structure with an expanded command structure, new operational units and added an East Command, a Recruit Academy, Crime Analysis/ Records section and an Internal Affairs Unit.

MTPD has increased the size of the department from around 130 sworn (full and part time)officers to an authorized strength of 208 sworn (full and part time) officers since 2011 and diversity hiring to around 35%, including people of color and female officers and staff members. Over 50% of new hires are bilingual with a goal to be more reflective of and responsive to the community.

MTPD is currently in the process of completing a five year strategic plan with the involvement of an external consultant and all staff levels within the organization. Documents submitted by MTPD to demonstrate actions implemented include:

- MTPD Policies including Firearms, Use of Force, Fare compliance, Crime statistics
- Organizational charts
- Mission Statement
- Job descriptions
- Annual Report
- Labor Agreements for each classification
- Goals and Performance Metrics
- Community Outreach Events
- Technology Project listing
- Joint Powers Agreement with other municipal Police departments
- Internal committee in groups consisting of management and staff
- Transportation Committee Minutes
- MTPD 2015 Officer Survey

Nine recommendations are either in the implementation process or requiring ongoing internal evaluation.

Nine (20%) of the 50 UMCPI Recommendations are in various implementation phases or require ongoing internal evaluation. Table 1 below is a summary of these recommendations and the corresponding disposition.

Table 1

Recommendation	Disposition
Appoint a public information officer or point of contact within the MTPD	Regarding appointing a Public information officer, MTPD stated that in 2012 they did not have the need to hire a public information officer over the past three years that need has increases and a part time PIO would be valuable. Currently the MT PIO staffs MTPD and has requested additional staff to assist. The need for a Full time PIO for police will be re-evaluated periodically.
Develop Comprehensive technology plan- present and future	MTPD has submitted a comprehensive listing of Technology projects needed, however, this list needs to be prioritized for current and future needs and approved by the right authorities as Police Technology projects require commitments from Senior Management and the Information Technology department.
Integrate camera and video systems into police vehicle	This item is included in MTPD Technology Project portfolio which will be re-evaluated and re-prioritized by MTPD Chief and the MT General Manager
Develop operational policies for transit communication center	MTPD hired a consultant in 2015 to review several topics including transit communication center. The result of this project will guide the development and expansion of policies needed in this area.
Institute a methodology to consistently and accurately report information to the public that promotes their safety and provides information.	The Chief of Police has submitted a proposal for a website, Facebook and twitter accounts to the MT Marketing department to address this topic.
Interviews report that 'on boards' often occur on non-problem routes or during non-problem portions of those routes and that fare inspections occur at locations that routinely have high compliance rate. There is a lack of geographic accountability or expectations for problem solving practices.	The Metro area was divided into two Commands, East and West, commanded by a Captain and located in separate facilities. Community policing beats ,fare compliance, 'on-boards' and transit policing activities are scheduled based on crime analysis reports tracked in house by command. MTPD will continue to re-evaluate its practices to ensure efficiency, equity and effectiveness.
There is not an effective reporting and review of high liability practices (i.e. use of force)	MTPD reviews its Use of Force policy annually and implements changes as needed throughout the year. In August 2015 due to a request by NAACP a policy review process was initiated. A best practice study is being begun in 2016 by the Council on Crime and Justice.
The use of force policy should include formal reporting to and review by the chief of police and Training staff. "Red flag" mechanisms should be implemented to determine use of force issues and to build public trust and support	The Use of Force Review Board reviews external and internal complaints and reports regarding Use of Force and has recommended changes in policy, training and discipline. These recommendations are forwarded to the Chief of Police for implementation. A department firearm policy was implemented for all Full time officer in 2014.
Complete a formal annual evaluation for use of force incidents to enhance policy and procedures as well as training improving improvements.	All significant use of force incidents are reviewed by MTPD Chief of Police and the Internal Affairs Unit. In 2015 external consultants were hired to review one case but no violation of policy was found. A formalized annual evaluation of significant use of force incidents will be established.

Officer Survey and Community Activities

Subsequent to UMCPI Officer Survey administered in 2012, MTPD implemented an annual internal survey to hear and address officer concerns and suggestions on an ongoing basis and has established various internal committees, which consist of management, officers and administrative staff, to address issues on an ongoing basis. Some of these committees include Labor, Roles and Responsibility, Awards, recruitment and a Use of Force review board.

Since 2013, MTPD Command staff, Sergeants and Officers have actively engaged the community by participating in over 100 various community events annually such as Cedar Riverside neighborhood crime safety meeting, Somali Independence day, Azteca Mexican New Year, American Indian Magnet School Pow Wows, Minnesota Prayer Breakfast, African American Leadership Forum, East Lake Business Community meeting, National Night Out and various high school and social events.

CONCLUSIONS

MTPD has taken extensive steps as discussed in the first observation to address all the recommendations made by UMCPI in 2012 and has instituted several mechanisms such as annual surveys and in-house committees, which include all staff levels, to discuss and address operational issues on an ongoing basis.

RECOMMENDATIONS

Program Evaluation and Audit recommendations are categorized according to the level of risk they pose for the Council. The categories are:

- **Essential** – Steps must be taken to avoid the emergence of critical risks to the Council or to add great value to the Council and its programs. Essential recommendations are tracked through the Audit Database and status is reported twice annually to the Council's Audit Committee.

- **Significant** – Adds value to programs or initiatives of the Council, but is not necessary to avoid major control risks or other critical risk exposures. Significant recommendations are also tracked with status reports to the Council's Audit Committee.

- **Considerations** – Recommendation would be beneficial, but may be subject to being set aside in favor of higher priority activities for the Council, or may require collaboration with another program area or division. Considerations are not tracked or reported. Their implementation is solely at the hands of management.

- **Verbal Recommendation** – An issue was found that bears mentioning, but is not sufficient to constitute a control risk or other repercussions to warrant inclusion in the written report. Verbal recommendations are documented in the file, but are not tracked or reported regularly.

1. **(Consideration) The MTPD Chief of Police and the MT General Manager should consider evaluating the status of the recommendations that are in progress and establishing a timetable for completion.**

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Appendix 1: Relation of audit recommendations to Thrive MSP 2040 Principles

Recommendation	Integration	Collaboration	Accountability
1	X	X	X

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