



Detroit Police Department 2020 Improvement Plan

*"The Detroit Police Department is a model of sustained
policing excellence that places our neighborhoods and
people first."*

James E. Craig
Chief of Police

2020

Executive Summary

The Charter for the City of Detroit requires the Detroit Police Department to submit an annual improvement plan to the Board of Police Commissioners and the Mayor of the City of Detroit. Our organization realizes that in order for our members to continue to be both progressive and innovative, we must strive to re-evaluate and re-define the Detroit Police Department utilizing the best practices for policing in the 21st century.

For this improvement plan, I have directed my police administrators to assess their commands, identify deficiencies, and provide forward steps to resolve the issues. Emphasis was placed on transparency and candor, and minor issues were not to serve as pretexts for major issues. The team's work was then collected, reviewed, and organized under this cover.

Following our goal to provide optimal services to those that live, work and play, in the City of Detroit. The Department continues to push an aggressive recruiting campaign to attract the best and the brightest. We also continue to build and upgrade our facilities, infrastructure, and the equipment being used in the field for day-to-day operations. This is a wonderful time to be a part of the Department's history. The following information will illustrate some of the innovative and technological advancements that the Department is currently undertaking.

Some key improvements expected to be introduced in 2020 include—

- Compstat meetings focused on gun crimes and follow up investigations
- Continued expansion of Project Green Light
- Expansion of the Department's Real Time Crime Center
- Establish Precinct Intelligence Units in the 8th and 9th Precincts
- Implementation of a Gunshot Detection System

The purpose of each of these projects is to help facilitate the Department's crime-suppression efforts.

Finally, the Department continues to be proactive in addressing interdepartmental issues by conducting and completing comprehensive audits of our Body Worn Cameras and Flower Funds.

Any improvement plan would be reduced to merely words if there was not an accountability mechanism to ensure the Department's command staff adheres to it. For this reason, I have tasked oversight of this plan to select members of the Department's Senior Management Team, and I invite the Board of Police Commissioners to follow up on any matter at its discretion.

My team and I look forward to working with the Board of Police Commissioners and the City's various Departments toward improving the quality of life in the city of Detroit. We will remain available to address any concerns.

DETROIT POLICE DEPARTMENT'S EXECUTIVE TEAM



JAMES E. CRAIG
Chief of Police



Lashinda T. Stair
1st Assistant Chief
Office of the Chief



David Levalley
Assistant Chief
Office of Neighborhood
Policing



James E. White
Assistant Chief
Support Operations



Marlon Wilson
Deputy Chief
Detective Bureau



Todd Bettison
Deputy Chief
Chief's Neighborhood Liaison



Charles Fitzgerald
Deputy Chief
Neighborhood Policing Bureau
- West



Elaine Bryant
Deputy Chief
Neighborhood Policing Bureau
- East

DPD OPERATIONS



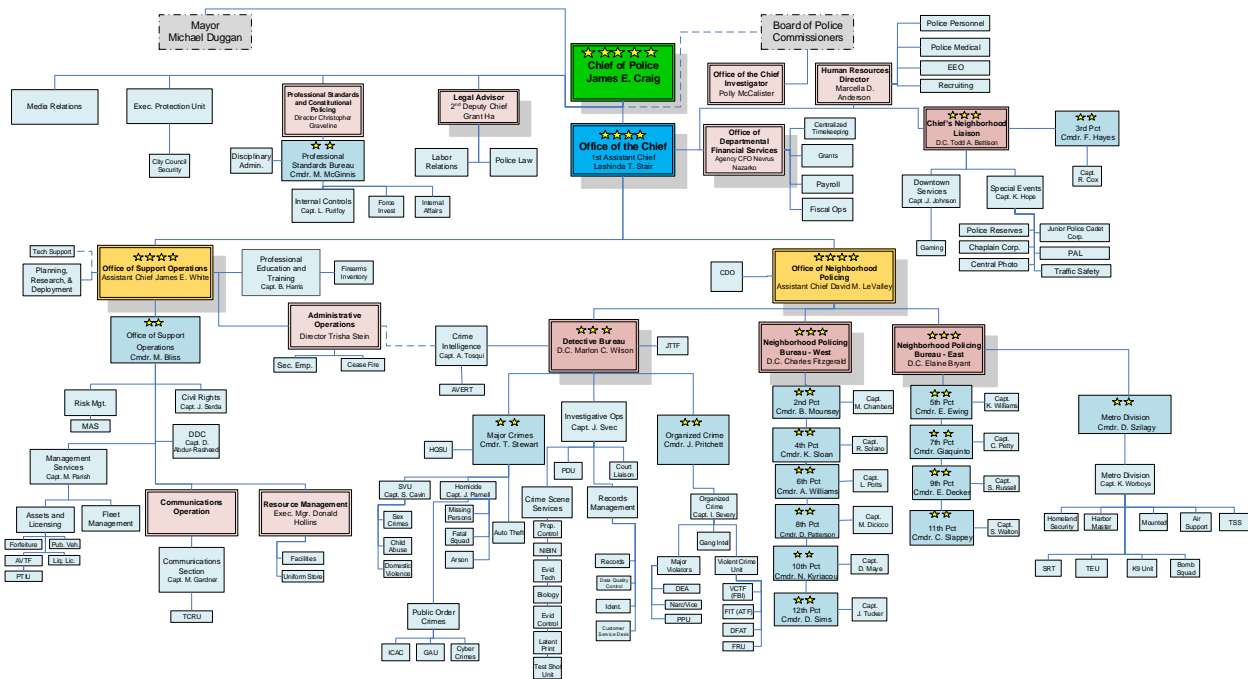
OFFICE OF THE CHIEF



Chief of Police James E. Craig



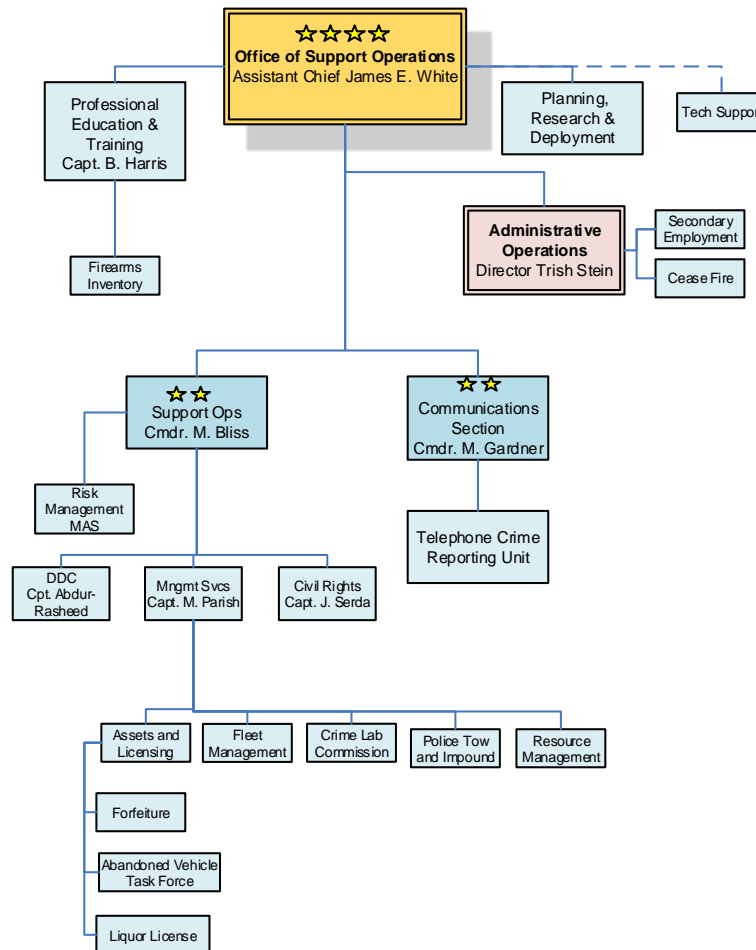
1ST Assistant Chief Lashinda T. Stair



OFFICE OF SUPPORT OPERATIONS



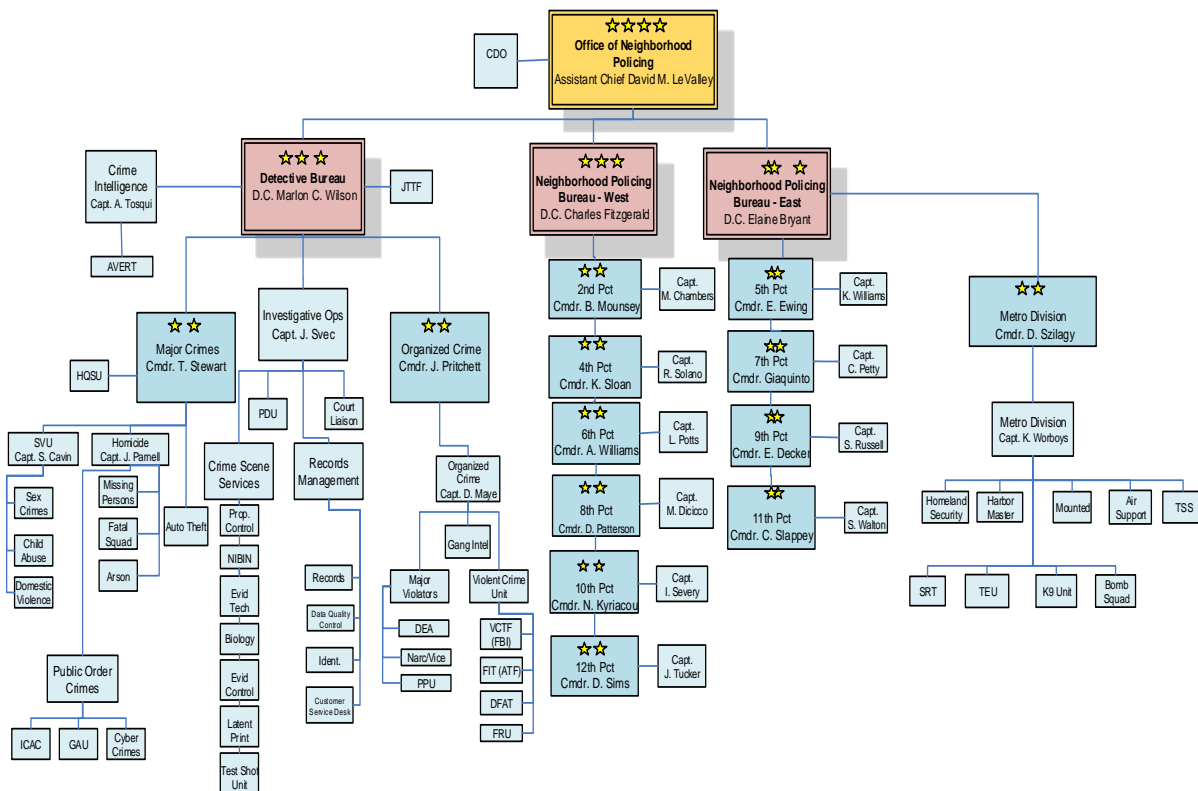
James E. White
Assistant Chief



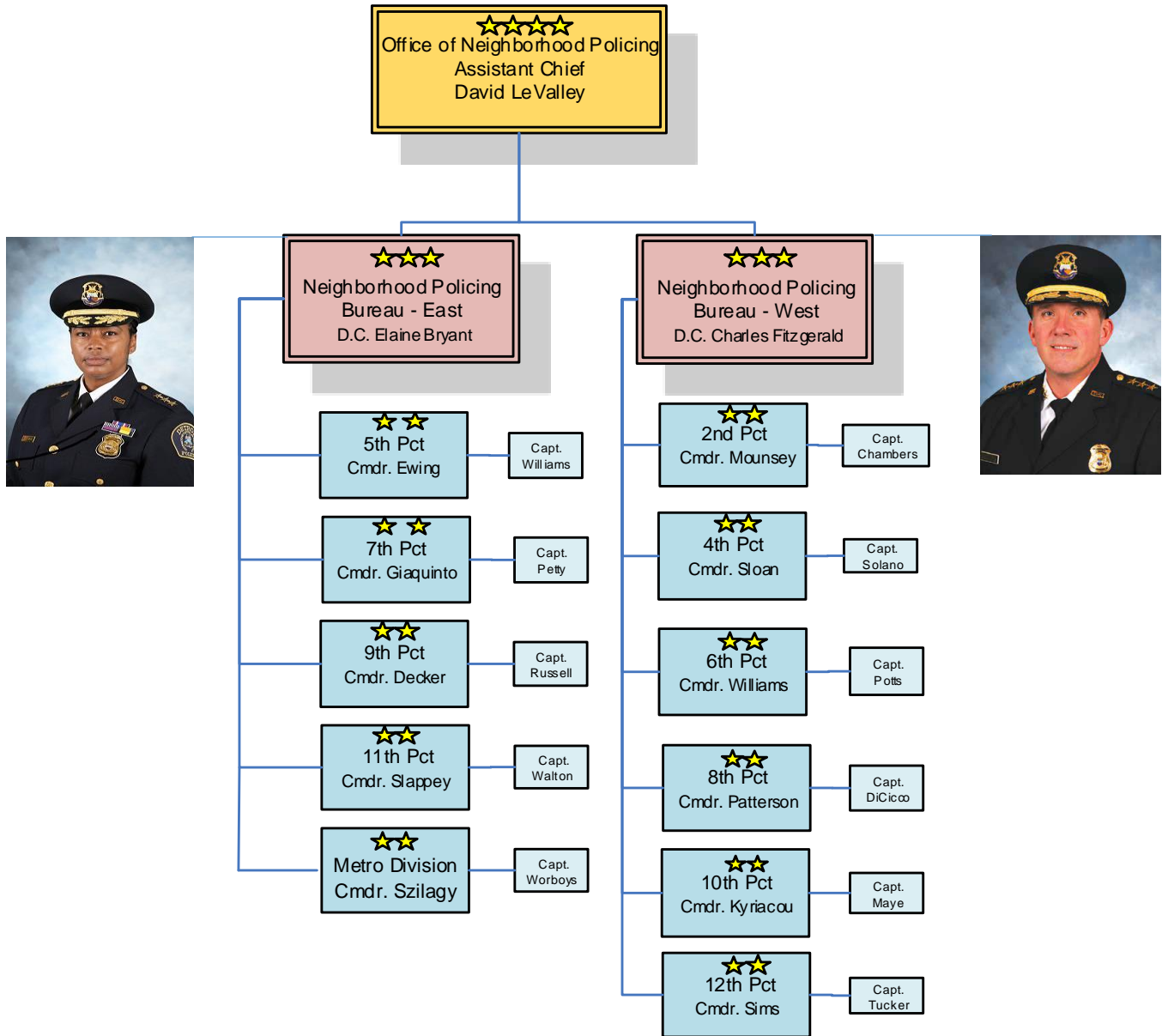
OFFICE OF NEIGHBORHOOD POLICING



David LeValley
Assistant Chief



NEIGHBORHOOD POLICING EAST AND WEST



Chief's Neighborhood Liaison

Improvement Plan

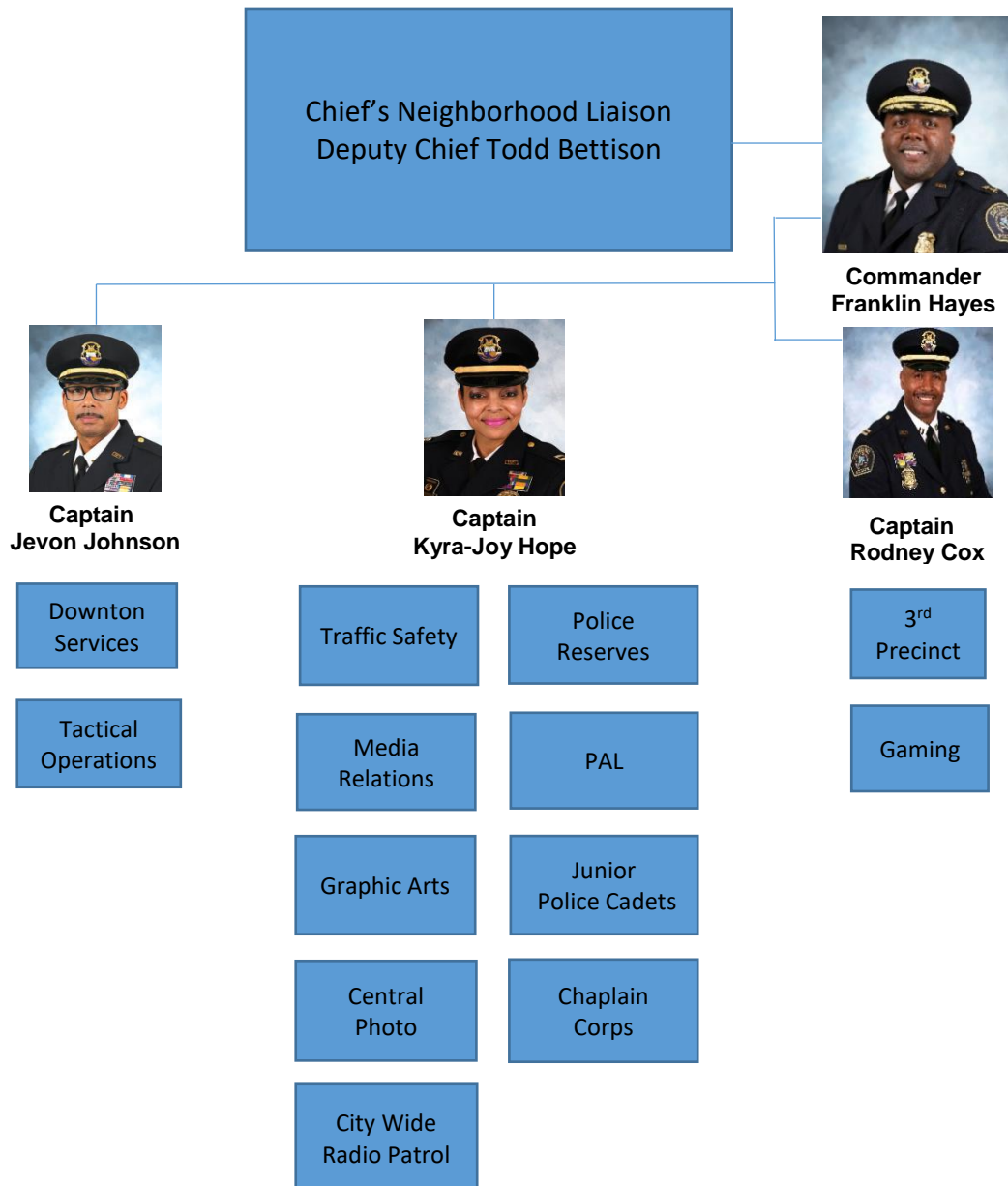
Reported by: Deputy Chief Todd Bettison



Chief's Neighborhood Liaison

Location: 2875 W. Grand Blvd.

Chief's Neighborhood Liaison 2020



2020 Improvement Plan Narrative

- **Facilities:** The administrative office of the Chief's Neighborhood Liaison's Office is located at 2875 W. Grand Blvd.

The Chief's Neighborhood Liaison oversees the Neighborhood Police Officer (NPO) program with the objective of building a strong connection and positive relationship between the community and the Detroit Police Department (DPD). The goal is to proactively build trust between those responsible for public safety and those they serve.

Residents, business owners and other community stakeholders have consistently complained in the past before the establishment of the NPO Program about not having a dedicated officer whom they know and trust to handle emerging community concerns of a non-emergency nature and quality-of-life type issues in their neighborhoods

The NPO program addresses this gap in service delivery by establishing sector integrity. Sector Integrity, also commonly referred to as "Territorial Imperative" requires that the same officers be regularly assigned to work the same Basic Scout Car Area. Territorial Imperative was identified as one of the four tenants of Community Policing in Management Paper No.1, dated October 15, 1997, Los Angeles Police Department.

DPD precinct's geographical boundaries have been divided into smaller neighborhood sectors and a NPO has been assigned to each sector on a long-term basis, thereby encouraging ties with the residents and creating a different form of police presence for non-emergency and recurring problems. The assignment of 59 NPOs to focus on rebuilding community trust, neighborhood problem solving and quality-of-life type issues will continue to address the long standing void left by patrol officers responding from "police run to police run" without an opportunity to connect with the residents in the community.

- The NPO position – The NPO position is an appointed position by the Chief of Police. The NPO serves at the discretion of the Chief. The NPO receive a 3.5% increase to their salary as an incentive to hold the position.
- Number of NPOs per precinct – There are fifty-nine (59) NPOs. Each of the eleven (11) precincts consist of three (3) or four (4) sectors and every sector has a NPO assigned.
- Liaison between DPD and the Community – The NPO will be assigned to a predetermined sector within their respective precinct and the member will be responsible for primarily addressing community quality of life and livability issues. The goal of the program is to quickly identify community issues, concerns, problems and crime trends that negatively impact the quality of life in a neighborhood. The NPO is expected to utilize problem solving techniques to resolve the issue.
- Availability – The NPO has a flexible schedule which requires a commitment to work around events such as community meetings, emerging crime trends, and other community concerns. The NPO is often required to adjust their schedule frequently, which include working on the weekends and during evening or night hours.

- Chain of Command – The NPO is directly accountable to a precinct NPO sergeant selected by the Commander of the respective precinct. The Precinct Commander is responsible for the direct over-sight of the day-to-day performance of the NPOs. The Chief's Neighborhood Liaison Deputy Chief, provides functional oversight that ensures consistency of the NPO program.

2020 On-going Successes / Strategies

Going forward, the following will be implemented in order to ensure continuous improvement to the NPO program:

- Continue to work closely with the City's District Managers and the newly created Business Managers to ensure quality of life concerns for both residential and business are addressed.
- Enhance the squatter investigative process by ensuring that the Precinct Detective Unit's (PDU) detectives are trained on applicable laws, ordinances and regulations pertaining to squatters.
- Hold quarterly NPO Compstat to ensure the rigor of the program.
- The Detroit Police Reserves Corps falls under the auspice of the CNL and currently has 120 volunteers. This is a force multiplier and assist the department with visibility.
- The Detroit Youth Violence Prevention Initiative (DYVPI) is a sub-category of the CNL and is comprised of the Children In Trauma Invention Camp (CITI Camp), Brotherhood & Sisterhood Programs, Drive to Thrive, Explorer Program, etc. These are all programs that are mentoring focused and assists young males and females in developing positive identities, and commitments to collective responsibility for each other and their community. The programs also provides valuable resources that lead them to more productive lives.
- Chaplain Corps / PEER Support – provide trauma informed care to members and the community in general relative to spiritual and emotional assistance without a denominational bias.
- Traffic Safety consists of officers and civilian crossing guards to provide a presence and assistance for children crossing the streets before and after school.

2020 Key Improvement Goals

Plans moving forward into 2020:

- Appoint a Traffic NPO to handle the Southwest side of Detroit during the first quarter of 2020.
- Host a Community Forum Town Hall Meeting in concert with Board of Police Commissioners during the summer of 2020.

- Continue to encourage business owners to join Project Green Light Detroit. Approximately 700 businesses are a part of the Green Light Detroit program currently.
- Fill the vacant positions of Traffic Safety Civilian Crossing Guards.
- Work closely with the automobile drifting community to identify alternative locations in which they can do vehicle exhibitions without compromising public safety. Identify and facilitate a drifting park for cars and ATVs.
- Host four Citizen's Police Academies during 2020 to educate the community on police procedures which enhance community trust.
- Increase the membership of the Detroit Police Reserves by holding two reserve academy classes during 2020.
- Host a Neighborhood Police Officer Summit for 2020 during the month of September 2020.
- Convert a mini station on the eastside of Detroit to the PEER Support Off-Site Hub. The off-site location of hub will reduce the stigma officers have about seeking treatment.
- Increase the number of Citizen's Radio Patrol groups by 25%.

2nd Precinct

Improvement Plan

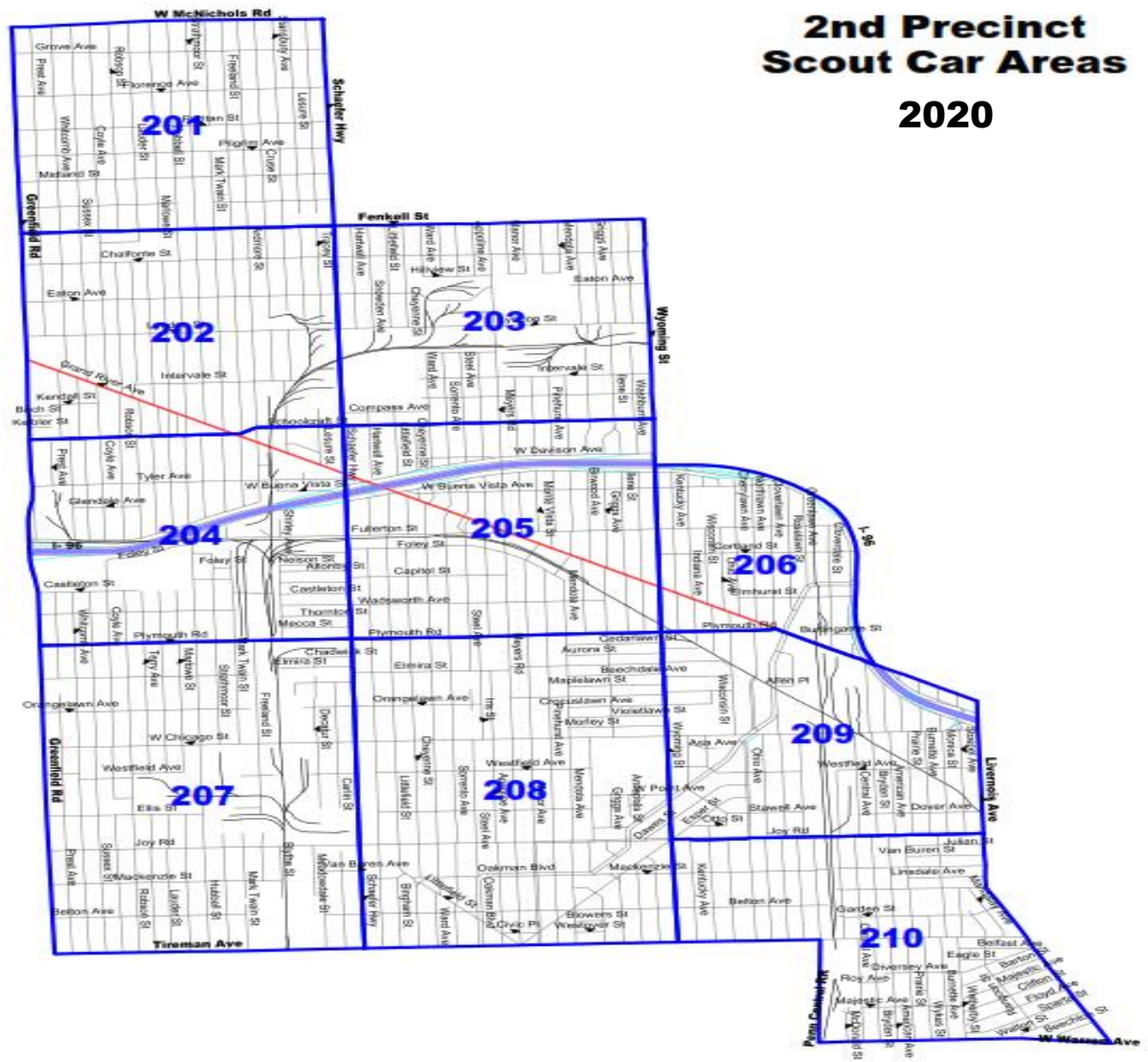
Reported by: Commander Brian Mounsey



2nd PRECINCT

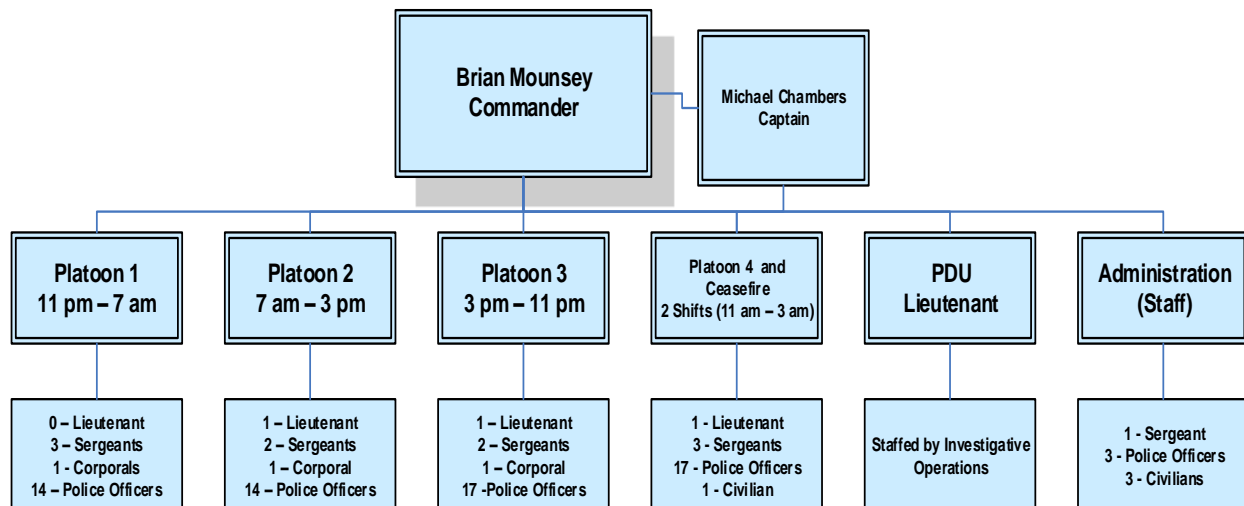
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Coverage: See map.



Hierarchy / Deployment

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	26	31	19%	↑
Sexual Assault	77	87	13%	↑
Robbery	215	219	2%	↑
Aggravated Assault	1,103	938	-15%	↓
Carjacking	38	19	-50%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	649	579	-11%	↓
Larceny	968	1,054	9%	↑
Stolen Vehicle	540	498	-8%	↓

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** The Second Precinct, along with Resource Management through the Office of Assistant Chief of Police James E. White, continually seeks to improve its facilities. During 2019, a Special Operations Room was built for Platoon Four Officers, showers/bathrooms were updated and carpeting was replaced in the Sergeants' Office. Going forward in 2020, we seek to improve our Fitness Room.
- **Vehicles:** The Second Precinct is well equipped with vehicles. In 2019, the Precinct received (8) new 2018 Ford Vehicles. These vehicles were in addition to a number of 2017 Fords which were received in 2018.
- **Personnel:** In 2019 (January 7th), the Second Precinct became a Ceasefire Precinct. The Precinct received (7) new Police Officers, (3) new Sergeants, and (1) Lieutenant to backfill for Ceasefire and to replace officers who left the Department, were transferred or promoted.

2020 On-going Successes / Strategies

In 2019, the Second Precinct has seen a 12% reduction in Violent Crimes and a 5% reduction in Property Crimes. The most significant reduction has been in Non-Fatal Shootings where the Precinct has saw a 29% Reduction, which leads the city. Major reasons for this success are outlined in the following crime strategies that are employed by the Precinct.

➤ **Crime Strategies:**

- **Community Compstat** – On a monthly basis, Precinct Personnel (Command Staff, Special Operations, Detectives, and Neighborhood Police Officers) meet with Wayne State University Crime Analysts and community stakeholders to discuss crime in designated areas. This group discusses strategies to reduce crime and pull together resources for the common goal.
- **Ceasefire** – This initiative began in January 2019 in the Second Precinct. A team of officers target gun violence by gangs/groups within the precinct. They engage in enforcement and disruption of these groups. An outreach component is also included.
- **After Care Program** – Our precinct partners with our social worker and chaplains to work with victims of domestic violence. It is our belief that a high percentage of our assaultive crimes have a domestic violence nexus.
- **Second Precinct Career Enrichment Program** – This is one of our most successful programs/strategy at the Second Precinct. We place patrol officers who show outstanding performance, are highly motivated, and eager to learn, in our Detective Unit to learn to investigate for 90 to 120 days. This makes them better

trained at handling scenes on the front end and gives them an insight of what is required for a good investigation. They go back to patrol with new skills and this helps us close cases. Our officers that have participated in our Career Enrichment Program consistently say they appreciated the opportunity and got a lot out of it. Several have gone on to investigative units such as Homicide, Special Victims, and others.

- ***Targeted Enforcement*** – On a consistent basis, staff within the Second Precinct monitor crime within the precinct and identify “Hot Spots” for focused patrol and specialized enforcement. Various details (i.e. Restore Order, Offer to Engage Operations, Ticket and Tow, Push Offs, Home MDOC Checks) are conducted to curb the spiked violent (crime) and address community concerns. As a result of this targeted enforcement, history shows that there is a reduction in the criminal activity in the identified areas.

2020 Key Improvement Goals

The members of the Second Precinct will continue to focus on ensuring our citizenry receive the highest level of professional service they deserve and have come to expect.

3rd Precinct

Improvement Plan

Reported by: Commander Franklin Hayes

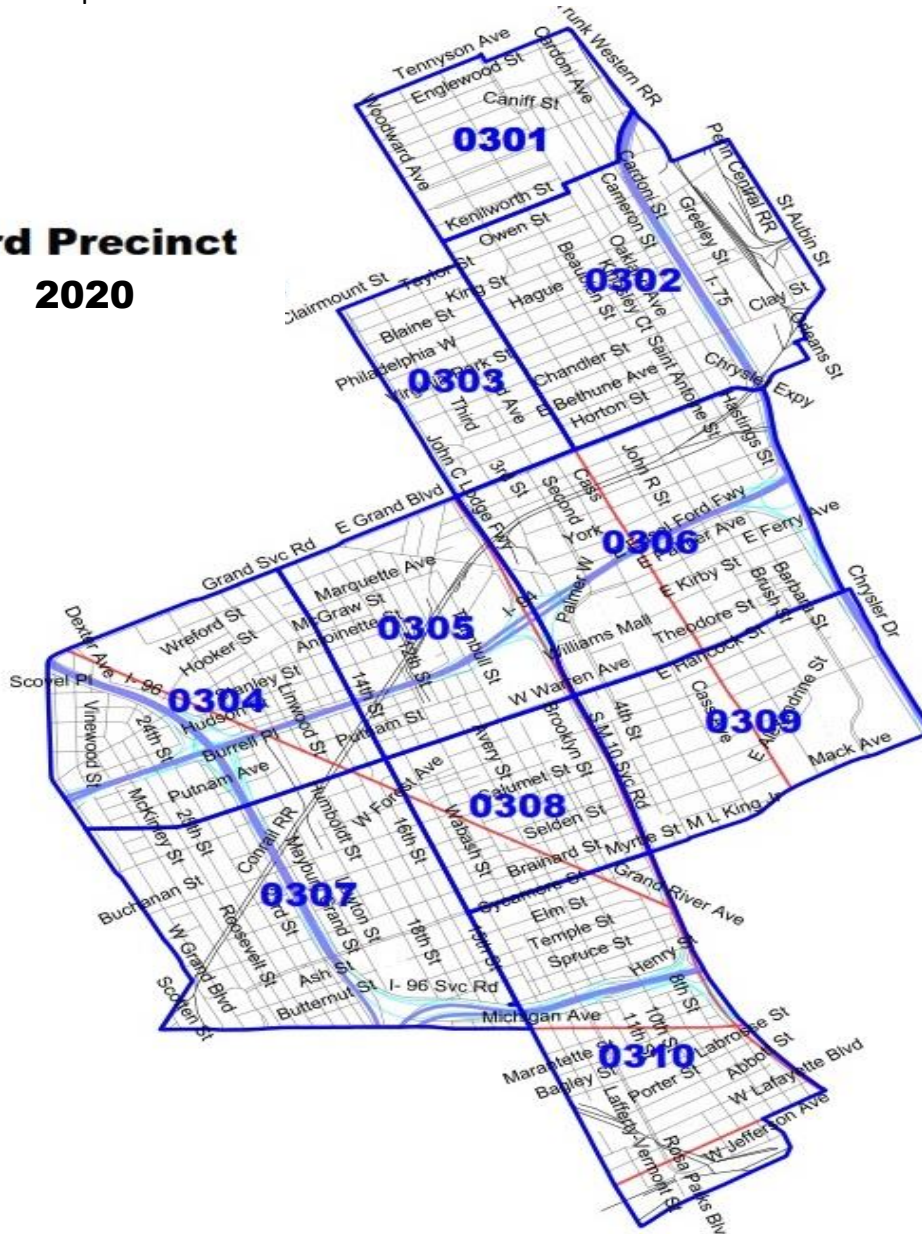


3rd PRECINCT

Location: 2875 W. Grand Boulevard

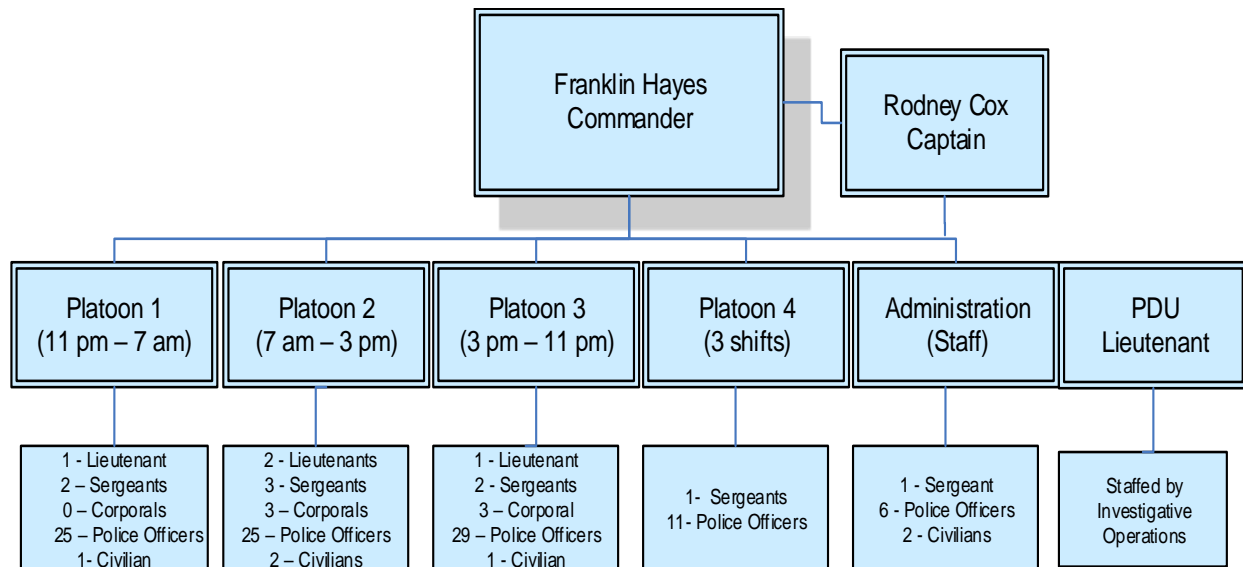
Coverage: See map.

3rd Precinct 2020



Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	9	8	-11%	↓
Sexual Assault	89	95	7%	↑
Robbery	223	218	-2%	↓
Aggravated Assault	575	481	-16%	↓
*Carjackings	21	17	-19%	↓

Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	359	345	-4%	↓
Larceny	2,917	2,941	1%	↑
Stolen Vehicle	513	610	19%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

➤ Facilities:

- The Third Precinct has facility enhancements including parking lot resurfacing, external video monitoring for both the building and the parking lot, the precinct lobby; all with the accompanying bandwidth for Project Greenlight fiber data connection on schedule for 2020.
- Additional locker-room space will be added to accommodate the Gaming Unit.

➤ Vehicles:

- The Third Precinct will receive new vehicles after the fiscal budget for 2020-2021 pursuant to the deployment schedule. As quality vehicles are repurposed, they will be redeployed according to need throughout the Detroit Police Department.

➤ Personnel:

- During fiscal years 2018 and 2019, the Third Precinct has experience exponential growth in the midtown and downtown area. This has impacted calls for service, crime data, and precinct population. As such, a number of recent academy graduates have been assigned to the Third Precinct and Downtown Services, which will assist in addressing our patrol needs and staffing pertaining to our Special Events.
- We will continue to utilize both private and public sector partners to augment the patrol and officer presence in the Third Precinct. We will continue to enhance relationships in the North End, Midtown, Corktown and Downtown area, and develop new ones as the Third Precinct continues to grow.
- The implementation of an Internal Precinct Detective Unit Support Team has helped the investigative side of policing in the Third Precinct and has become a force multiplier for our investigative team. We have a detective who has been specifically assigned to address downtown. As we continue to expand, we will reinstitute the internal career enrichment program which will allow interested officers to rotate from patrol to the Precinct Detective Unit and back to patrol.

2020 On-going Successes / Strategies

Going forward, the following will be implemented in order to either reduce or eliminate the pending issues:

➤ Crime:

- The Third Precinct will continue to utilize a (3) sided approach Risk Terrain Model as a crime control strategy. We minimize the ability for an individual to become a target (through education), minimize the means for an offender to perpetrate a crime (through enforcement) and minimize the opportunity for a location to be optimal for a crime to happen (through high visibility/uniform presence). Special Operations personnel are deployed daily to effect the arrest of known and wanted offenders. The Third precinct will continue to utilize both public and private sector partners, as well as educate the public on crime prevention.

➤ Community/Public:

The Third Precinct has developed several community programs designed to educate, bring awareness and information on resources to the community. We will continue to hold the following programs:

- **Fathers First**-- Educating and providing information to men in the community to enhance fatherhood.
- **Workshop Wednesday's**--Educating and providing awareness to the community on different topics with subject matter experts as guest speakers. This is designed to impact the quality of life for the citizens within the community.
- **Badge of Honor Program**—recognizing the accomplishments in academics, citizenship and community service of elementary and middle school students and improving the relationship between our youth and the police department.
- **Conflict Resolution / Anti-Bullying**—Educating and providing alternatives to violence when solving conflicts.
- **Restorative Justice**—Bringing opposing parties and families together to resolve conflict.

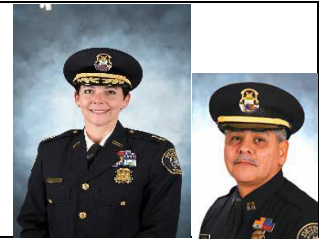
2020 Key Improvement Goals

The dedicated members of the Third Precinct along with our community groups, public and private sector partners will continue to work towards improving the quality of life to those who live, work and visit our area. The Third Precinct is the entertainment center for the State of Michigan. The personnel continue to be the ambassadors and protectors that have created the opportunity for this exponential growth.

4th Precinct

Improvement Plan

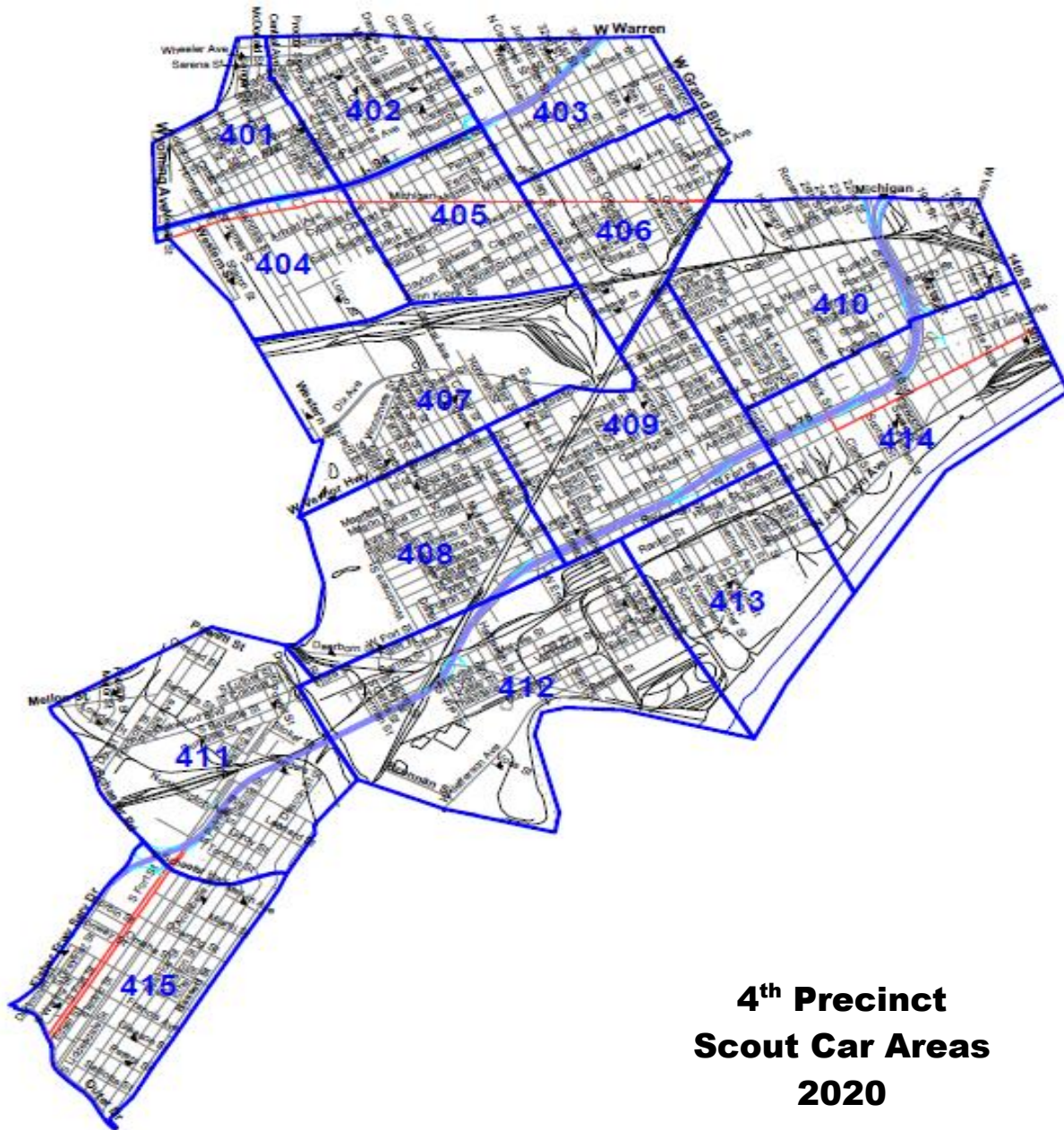
Reported by: Commander Kari Sloan



4TH PRECINCT

Location: 4700 W. Fort

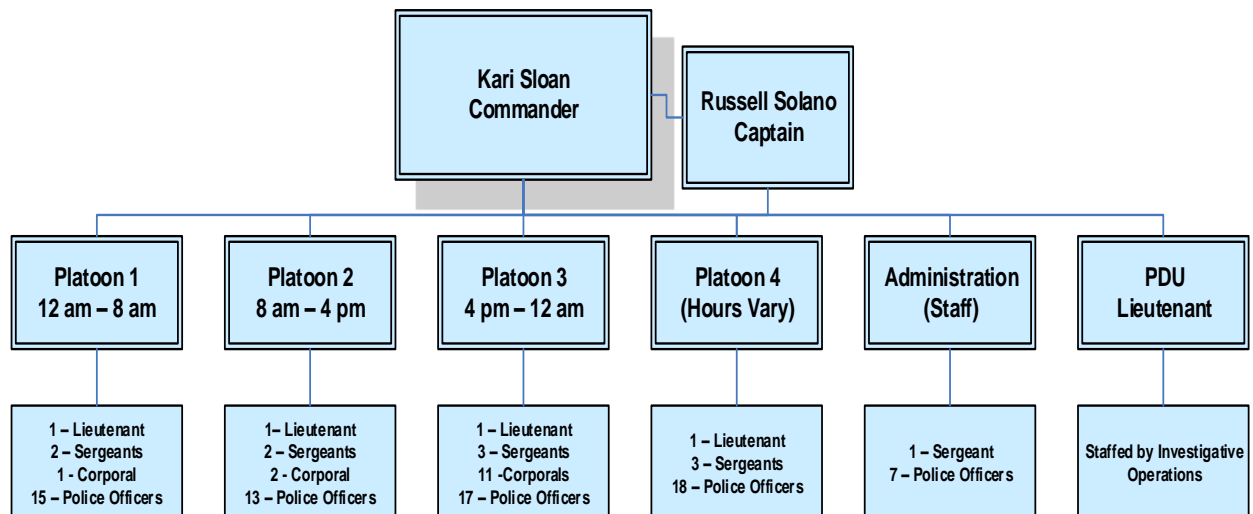
Coverage: See map



**4th Precinct
Scout Car Areas
2020**

Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	16	18	13%	↑
Sexual Assault	50	51	2%	↑
Robbery	158	190	20%	↑
Aggravated Assault	508	503	-1%	↓
*Carjacking	14	20	43%	↑

Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	339	318	-6%	↓
Larceny	881	848	4%	↑
Stolen Vehicle	407	359	-12%	↓

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** The Gun Range at the Fourth Precinct was closed for repairs in 2019. We are working with Resource Management to re-open the facility. The Fourth Precinct has been working on deep cleaning and cosmetic upgrades throughout the building. Additionally, we have re-appropriated areas in the building to make better use of storage and office space.
- **Vehicles:** The Fourth Precinct's fleet continues to be well equipped and well maintained.
- **Personnel:** The Fourth Precinct has received Probationary Police Officers from the last several graduating classes which has helped maintain adequate minimum staffing.

2020 On-going Successes / Strategies

- The Fourth Precinct will continue Ceasefire efforts, targeting gun violence committed by gangs/groups. Our team has been successful in disrupting activities of our most violent groups and will continue to work toward dismantling them completely.
- We have again partnered with the Southwest Community Justice Center on the Law Enforcement Assisted Diversion (LEAD) program, set to launch in the spring of 2020. The LEAD program allows police officers discretion to divert low level offenders, suffering from opioid addiction, out of the criminal justice system and into community based, harm-reduction intervention programs to meet behavioral health needs, access housing assistance and drug treatment. Prosecutors and police officers will work closely with case managers to ensure all LEAD participants maximize the opportunity to achieve behavioral change.
- Creation of the Fourth Precinct "Community Closet". Early in 2020, members of the Neighborhood Policing Unit will be conducting a clothing drive to collect donated clothing items, from our own members, to be organized and stored on site. Officers will then have the ability to distribute clothing to those in need during officer contacts. The Community Closet will be available to precinct officers 24/7, allowing them to provide emergency clothing needs to individuals in Southwest Detroit. The goal of the program is to strengthen community trust through compassion and kindness.

2020 Crime Strategies:

- **Ceasefire-** Continue disruption efforts of gangs within the Fourth Precinct through up-to-date, actionable intelligence and strategic targeting of individuals.
- **Technology-**Incorporate the use of additional technology through Project Green Light recruitment efforts.
- **Training-**Improve monthly precinct-wide training to provide officers with better quality information and increase their exposure to issues facing law enforcement. Additionally, officers are given the opportunity to experience different aspects of the precinct through our Career Enrichment program. They are assigned to work with Special Operations or the Precinct Detective Unit to help develop stronger skillsets.
- **Bar Detail-** Incorporates strict MLCC enforcement in adult entertainment facilities along the Michigan Avenue corridor and zero tolerance enforcement of loitering in and around the businesses. The focus also includes targeting illegal weapons possession which has lowered the number of shootings linked to these establishments.
- **Targeted Enforcement/Wrap-Around-** Continue utilizing identified “Hot Spots” within the precinct with zero tolerance proactive patrols.

2020 Key Improvement Goals

Fourth Precinct personnel will continue to provide excellent service to all members of our community while focusing on improving the quality of life in Southwest Detroit through crime reduction and increased community engagement.

5th Precinct

Improvement Plan

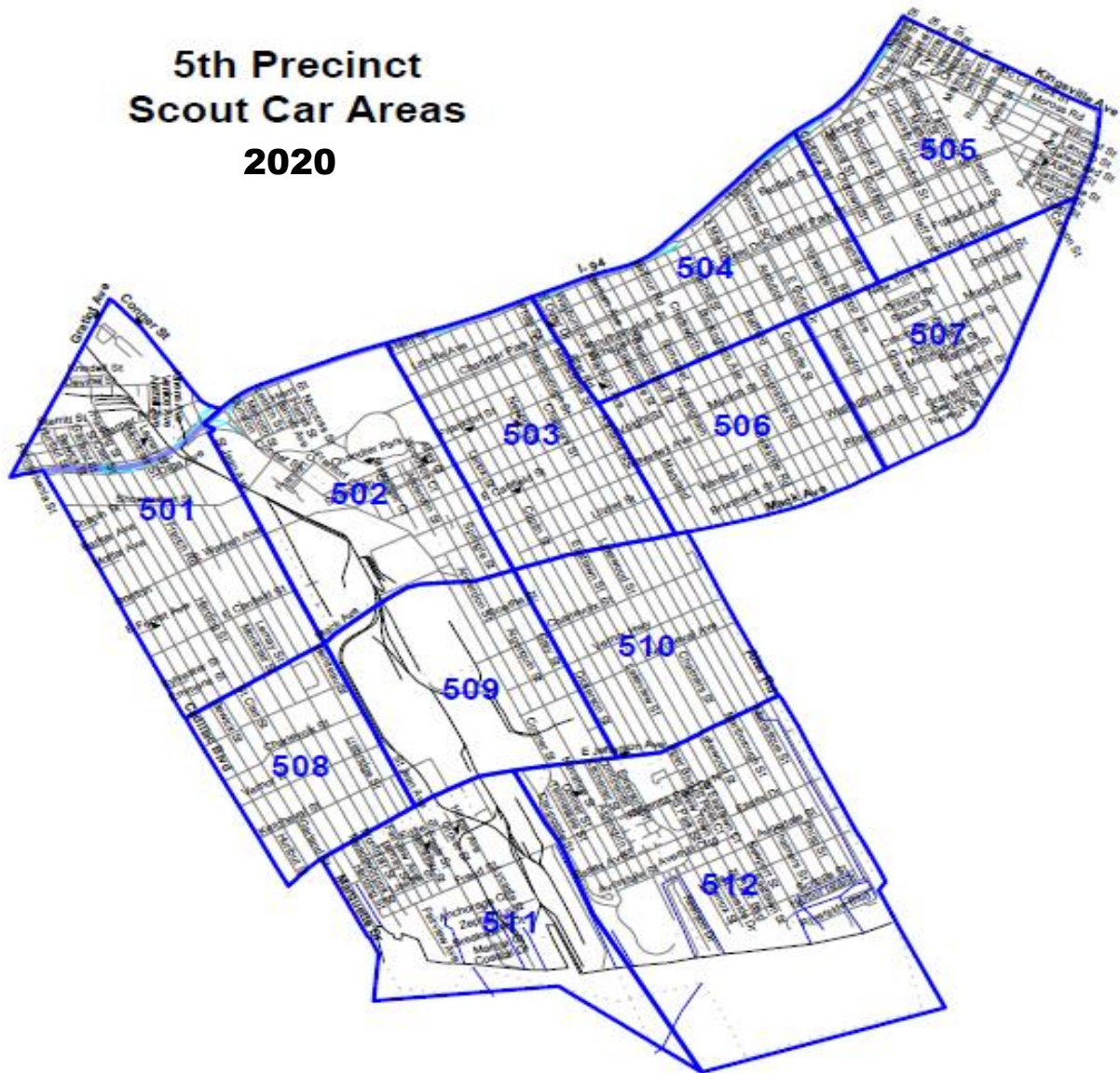
Reported by: Commander Eric Ewing



5TH PRECINCT

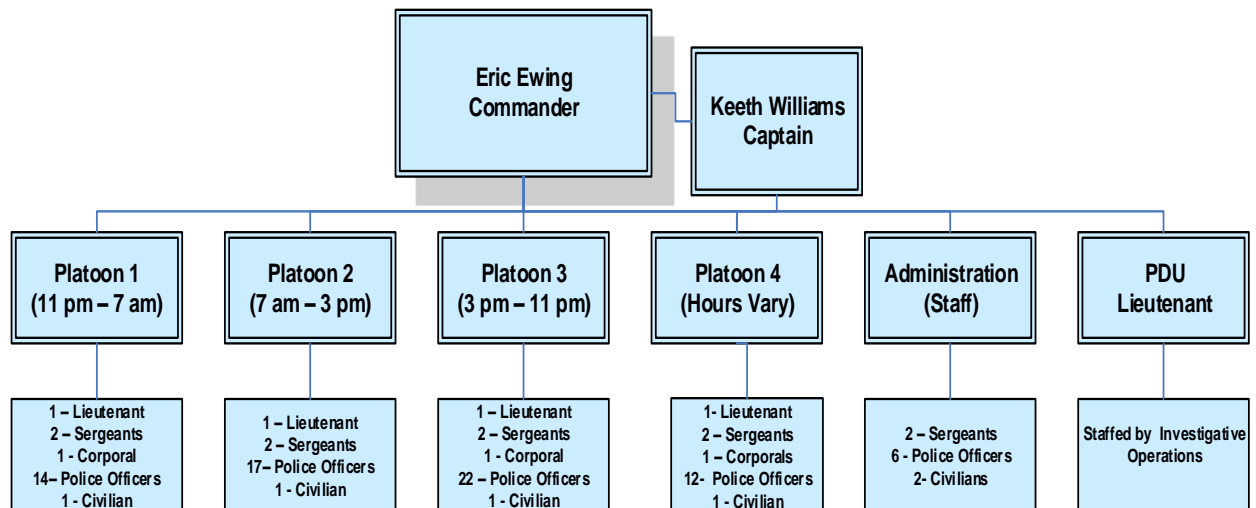
Location: 3500 Conner

Coverage: See map.



Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	21	24	14%	↑
Sexual Assault	58	61	5%	↑
Robbery	160	141	-12%	↓
Aggravated Assault	754	647	-14%	↓
*Carjacking	23	18	-22%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	789	624	-21%	↓
Larceny	948	903	-5%	↓
Stolen Vehicle	426	491	15%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** The Fifth Precinct still has concerns about the two (2) sinking sewer drains in the north and south parking lots. The drains appear to have sank approximately five (5) inches below the surface of the parking lot, posing a risk to the members as well as to any vehicles that come in contact with them. The Fifth Precinct is also scheduled for Planet Fitness to make renovations to the gym, to include changing the layout and incorporating the current property room, which will be moved to a separate storage room. The Fifth Precinct along with Facilities Management will continue to work together to address the concerns of our electric gates to ensure functionality for Patrol Units as well as personal vehicles getting in and out of the parking lots.
- **Vehicles:** The Fifth Precinct maintains the fleet in an excellent working order. Maintenance and issues of repair are handled in an expeditious manner. We are currently anticipating a Neighborhood Policing Van being assigned to the Precinct.
- **Personnel:** The Fifth Precinct continues to receive new recruits from the graduating classes of the Detroit Police Academy. There is a concern of the number of Probationary Police Officers out numbering Senior Officers to support the number of response units that can be deployed. As the year progresses we anticipate several Probationary Officers will be confirmed and help alleviate this concern.
- **Mentorship:** The Fifth Precinct will be working to create an environment of mentorship. For 2020, each supervisor along with the Commander and Captain, have picked an officer to mentor. This mentorship will help to build the officer's skills and abilities within their job function. This will be accomplished by review of their activity log sheets, reports, and Body Worn Video incidents with the officer. This active communication allows the officer to know where their strengths and weakness are and how they can improve.

2020 On-going Successes / Strategies

- The precinct currently has a Domestic Violence (DV) Advocate who is provided information from our Precinct Detective Unit (PDU) regarding assault cases. The Advocate meets with the victim and explains the process to obtain a personal protection order along with other informational services. In assault cases in which the victim does not want to prosecute, they must see the advocate first before completing a CRTP.
- Along with the DV advocate is our precinct social worker who will be able to assist the advocate in providing information to the victim and with services that they provide. Also the 5th Precinct has begun the Domestic Violence After-Care Program which was first introduced by the 8th Pct. This program offers additional social, spiritual and counseling resources to both parties involved in the altercation in an effort to strengthen the family unit and allowing healing to take place.

- In addition the 5th Precinct will sponsor another Domestic Violence Summit focused on bringing awareness to the issue. The summit will provide victims with supports services, as well as a safe space to discuss their situation amongst survivors who have been successful in traversing through an abusive relationship.

2020 Key Improvement Goals

The Fifth Precinct is dedicated to the citizens we serve and dedicated to the improvement of Community/Police relations. Therefore we will continue to host The Procedural Justice, Restorative Practice Community Summit, and Sisterhood and Brotherhood mentoring programs.

6th Precinct

Improvement Plan

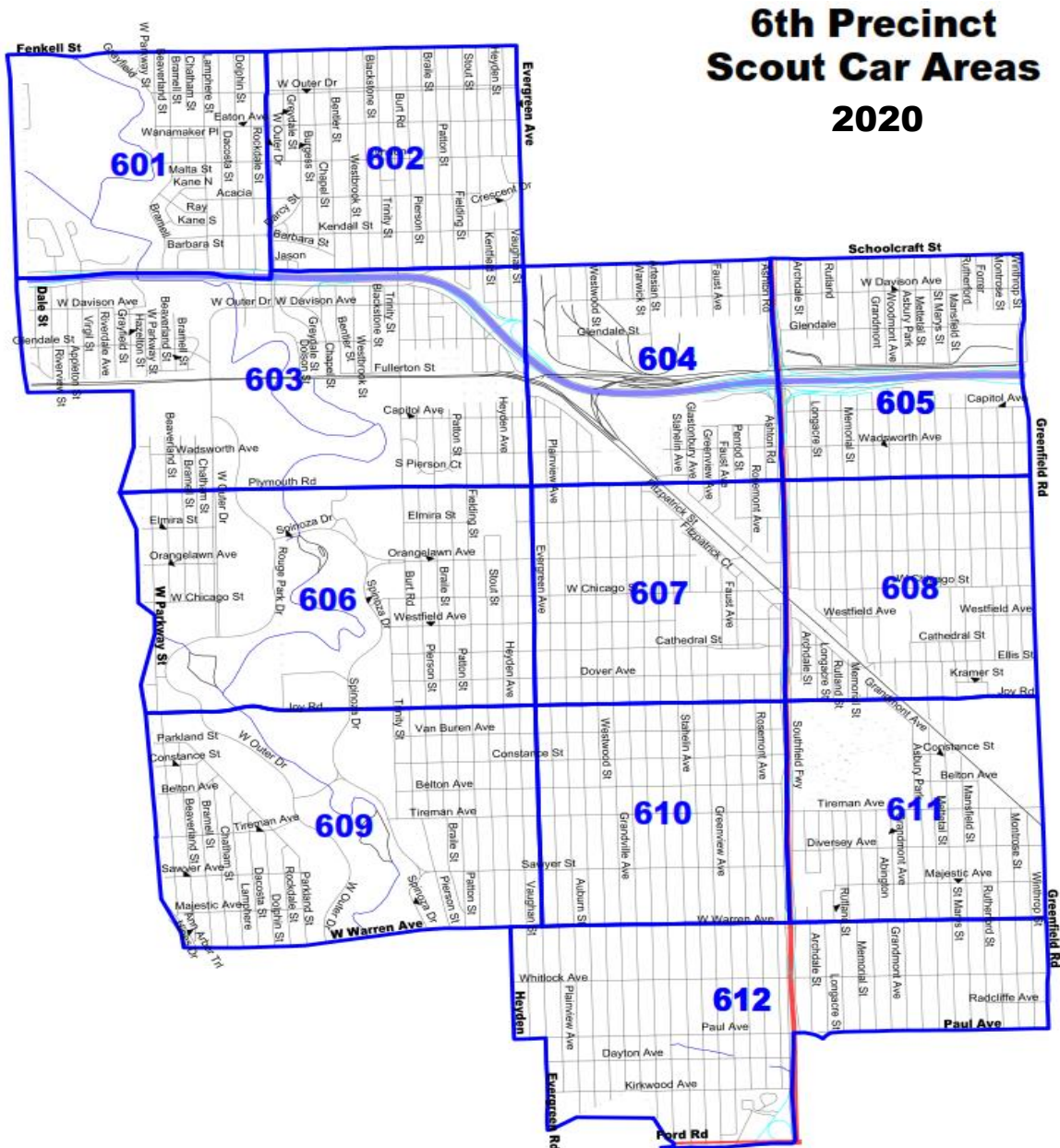
Reported by: Commander Arnold Williams



6TH PRECINCT

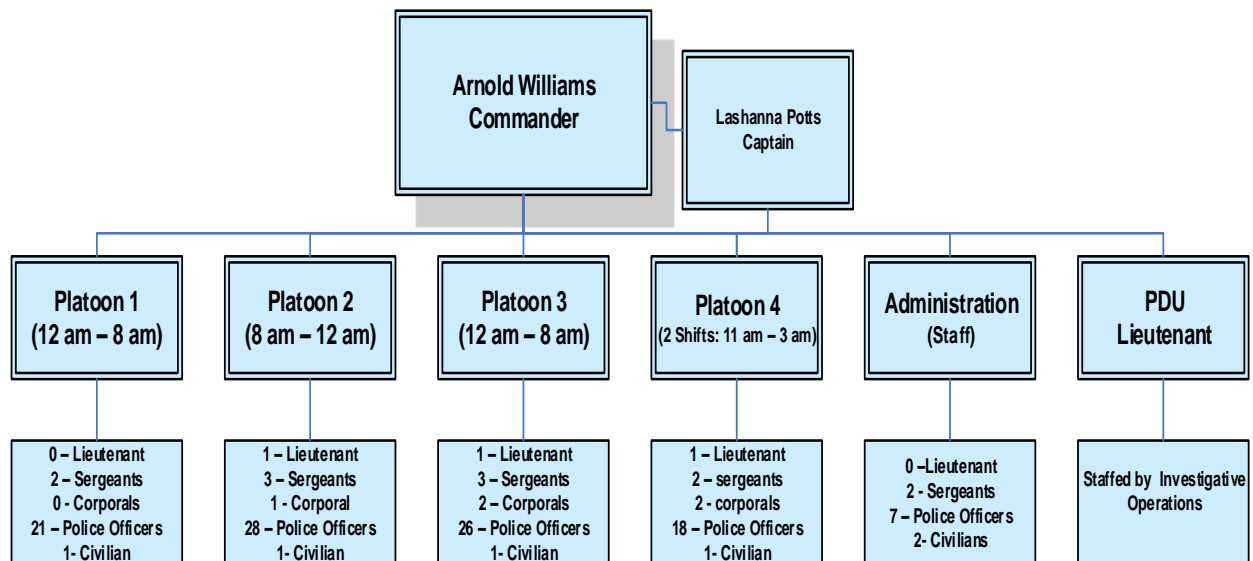
Location: 11450 Warwick

Coverage: See map.



Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	23	28	22%	↑
Sexual Assault	80	85	6%	↑
Robbery	230	216	-6%	↓
Aggravated Assault	1,042	1,037	-1%	↓
*Carjacking	33	22	-33%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	856	807	-6%	↓
Larceny	1,178	1,224	4%	↑
Stolen Vehicle	545	628	15%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

➤ Facilities:

The Sixth Precinct has undergone a major renovation during 2019. Going into 2020 we will be working on completing the following projects:

- New signage for the Sixth Precinct
- Cement work needs to be done to remove damage to cement slabs and stairs at the front of the precinct
- Complete work on the precinct's meditation room
- Create a nursing room

➤ Vehicles:

- The Sixth Precinct's vehicle fleet is primarily comprised of 2017 to 2018-year vehicles.
- We will continue to emphasize the care of our patrol vehicles and create a comprehensive accident reduction strategy

➤ Personnel:

- We continue to develop strategies to retain officers within our precinct, however we still lose officers to other departments due to higher pay and benefits offered.
- We will continue to rotate our officers through the in house Career Enrichment Program and share the education benefits that this department offers.

➤ Innovation and Technology:

- We currently have two monitors mounted in the roll call room, which allow each shift to show officers crime in the precinct using mapping software during roll call.
- Officers will also receive copies of crime briefings that are completed by the Crime Analysis Officer.
- We are currently the only precinct in the Department that has building wide Wi-Fi
- During the 2020 calendar year, the precinct is scheduled to receive internal and external facility cameras.

2020 On-going Successes / Strategies

The Sixth Precinct currently has the second highest case closure rate for non-fatal shootings for 2019. Our Precinct Detective Unit will strive to have the highest closure rates for 2020.

2020 Key Improvement Goals

The Sixth Precinct has three primary goals, 1. Crime reduction, 2. Building unity with our community, and 3. Increasing officer morale by supporting our officer's welfare.

➤ Crime reduction

- By increasing case closures
- By conducting enforcement efforts aimed at directing resources to locations with multiples calls for aggravated assaults
- By increasing the number of greenlight special attentions
- By continuing the efforts of Ceasefire enforcement and community involvement
- By utilizing GUNSTAT, Detroit One and continuing LEO partnerships at the local, county, state and federal levels
- Continued hotspot patrols to reduce crime based on mapping tools and other data
- By conducting highly specialized and focused enforcement details to respond to crime trends
- NPOs will assist with wraparound activities for specified crimes in an attempt increase confidence in the Departments actions within the community and to prevent further crimes

➤ Building unity with our community

- Have continued interactions with schools throughout the precinct utilizing both NPO and Ceasefire officers and programs
- NPOs will continue to partner with the community to provide programming that bridges the gap between citizens and police
- Have restorative practices within the precinct
- Have both command staff and NPOs participate in community outreach and meetings

7th Precinct

Improvement Plan

Reported by: Commander Nicholas Giaquinto

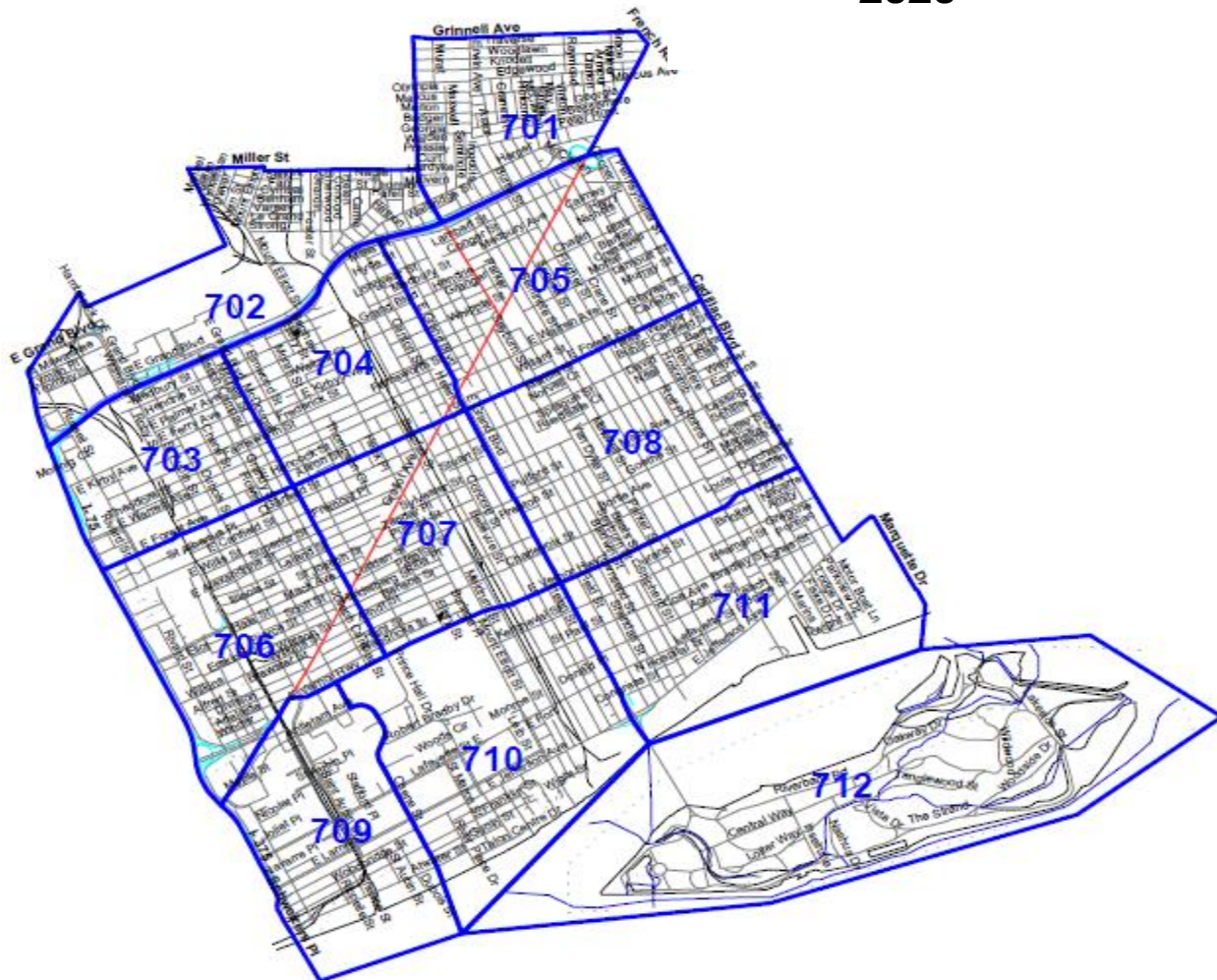


7th PRECINCT:

Location: 3501 Chene

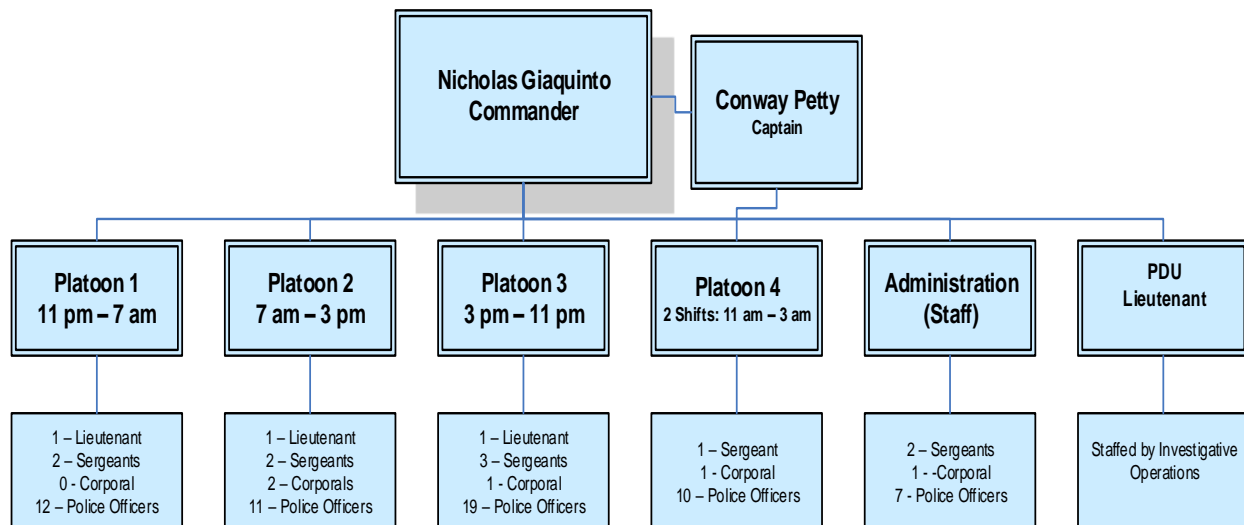
Coverage: See map.

7th Precinct Scout Car Areas 2020



Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	14	14	0%	-
Sexual Assault	63	41	-35%	↓
Robbery	148	161	9%	↑
Aggravated Assault	549	471	-14%	↓
*Carjacking	16	8	-50%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	378	397	5%	↑
Larceny	1,517	1,213	-20%	↓
Stolen Vehicle	571	613	7%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

➤ Facilities

- Budget approval for the renovation to the Seventh Precinct was obtained in Fiscal 2019-2020. Improvements to the locker rooms and restrooms are included in the plan as well as the construction of a fitness center.
- The public entrance is equipped with a temporary magnetometer and requires a permanent security screening solution that restricts access before entry into the lobby. Improvements were approved for the current fiscal period.
- The parking lot is not secured to provide separate visitor and employee parking. The security gate at Hale does not function. Repair service has been requested.

➤ Vehicles

- The Seventh Precinct's vehicle fleet is in relatively good shape. Officers are routinely shown videos from prior preventable accidents to ensure that each member is exercising caution while in both high and low-stress situations.
- The Seventh Precinct deploys all operational vehicles. If we do not have police personnel to operate a vehicle during the shift, they are deployed as decoy vehicles to increase the appearance of officer presence.

➤ Personnel

- During the fiscal year of 2019, the executive leadership team of the Seventh Precinct demonstrated the need for additional personnel resources because of population and commercial growth. The Seventh Precinct has experienced tremendous residential growth specifically in the areas north and south of the Jefferson Corridor. Unlike other precincts that are experiencing horizontal residential growth through homes being built or rehabilitated, the Seventh Precinct has experience vertical growth as well, with the addition of numerous multi-family, multi-level housing units. With 18 days left until the end of 2019, we already exceeded last year's calls for service by approximately 4,500. In 2020 two new service facilities will open in the Seventh Precinct, the Neighborhood Service Organization (NSO) and the Pope Francis Center. Rough estimates based on crime around Team Wellness in the Seventh Precinct and crime around the current NSO indicate that the Seventh Precinct may experience a 20% increase in crime. The leadership team has requested to increase our sworn personnel budget by twelve (12) and to ensure that all vacancies are filled to establish a dedicated team of individuals to address our homeless population as well as those suffering from mental illness.
- We continue to utilize both private and public sector partners to augment the patrol and officer presence capacities for the Seventh Precinct. These partnerships resulted in an eleven percent (11%) decrease in crime. We continue to enhance relationships with existing partners and develop new ones.

- The implementation of an internal career enrichment program has improved moral and increased the abilities of our membership. It is a force multiplier for our investigative team. We will continue to develop the program.
- The Seventh Precinct will implement an informal advisory board comprised of members from all ranks and shifts to identify at-risk employees. The advisory board will assist in the development of strategies to address both the personal and professional risk factors.

2020 On-going Successes / Strategies

Going forward, the following will be implemented to either reduce or eliminate the pending issues:

➤ Crime

- The Seventh Precinct utilizes a three (3) sided approach as a crime control/reduction strategy. A crime does not take place unless a motivated offender encounters the victim or object of his/her attack at a particular location. Our strategy encompasses all three sides of this crime triangle. Special Operations personnel are deployed daily to affect the arrest of known and wanted offenders. The Seventh precinct, utilizing both public and private sector partners and educates the public on crime prevention.
- In 2019, the Seventh Precinct performed data analysis on crime trends/patterns and implemented daily strategies to address problem locations. Daily deployment strategies will continue in 2020. The shift leadership now provides real-time response to crime through directed patrols. This is accomplished by reviewing crime and call for service data for the prior 24 hours.

➤ Community/Public

- The Seventh Precinct has collaborated with Wayne State University and the City of Detroit Victim Advocacy Program to provide counseling and assistance to crime victims to establish an Aftercare Program. Currently our team contacts each victim on the 30th, 60th and 90th day anniversary of their crime being reported. Our discussions with these survivors include but are not limited to:
 - The current relationship status with the intimate partner.
 - Outcome of the previous case if prosecution was sought.
 - Desire to prosecute if prosecution was not originally sought.
 - If there have been additional incidents of intimate partner violence.
 - Assistance with Personal Protection Orders.
 - Assistance with Safety Plans.

2020 Key Improvement Goals

The dedicated members of the Seventh Precinct along with our community groups, public and private sector partners will continue to work towards improving the quality of life to those who live, work and visit our area. The Seventh Precinct is an extension of entertainment center for the State of Michigan located in Downtown Detroit. The personnel continues to be the ambassadors and protectors that have created the opportunity for the City of Detroit's exponential growth.

8th Precinct

Improvement Plan

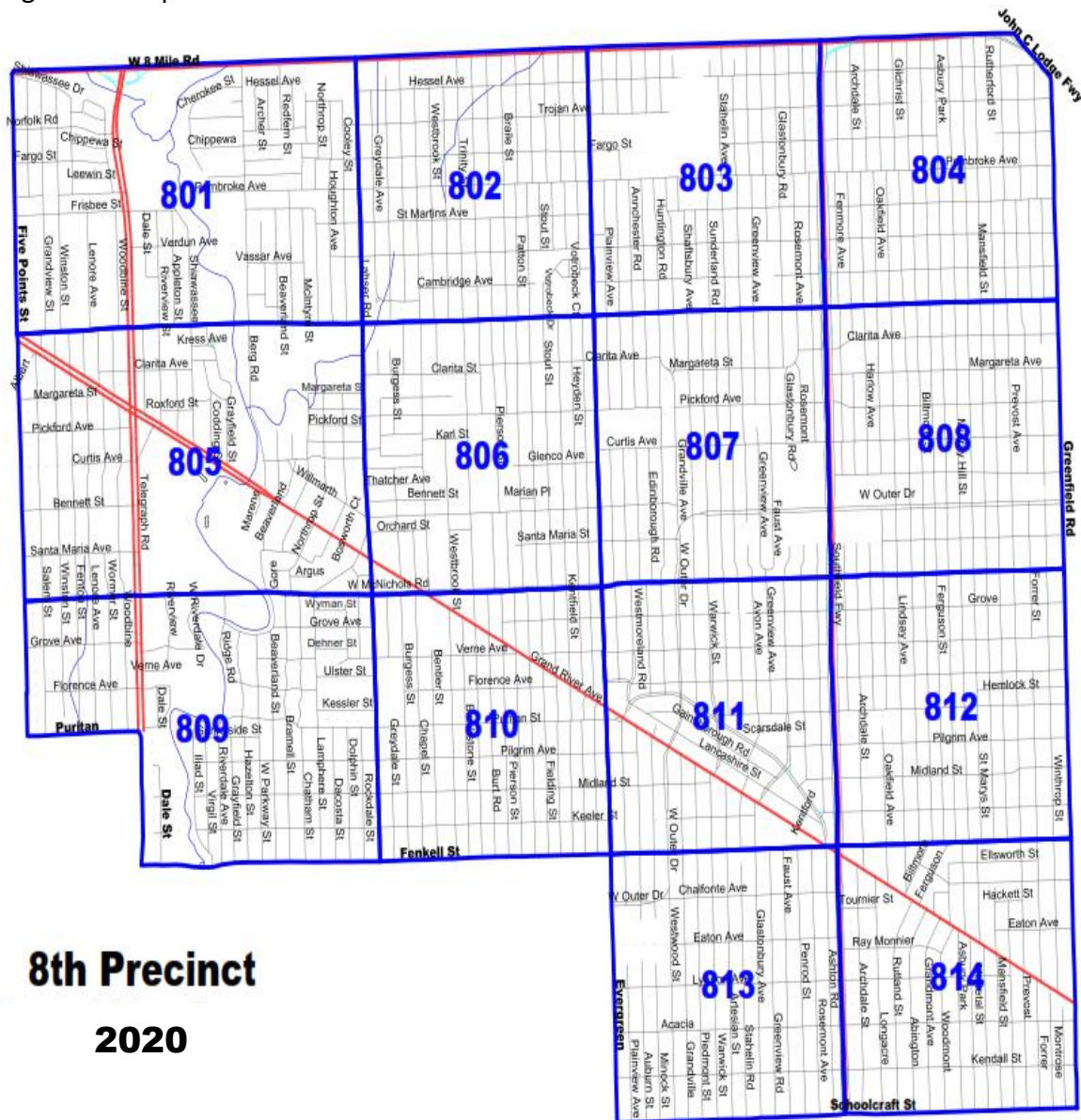
Reported by: Commander Darrell Patterson



8TH PRECINCT

Location: 4150 Grand River Ave.

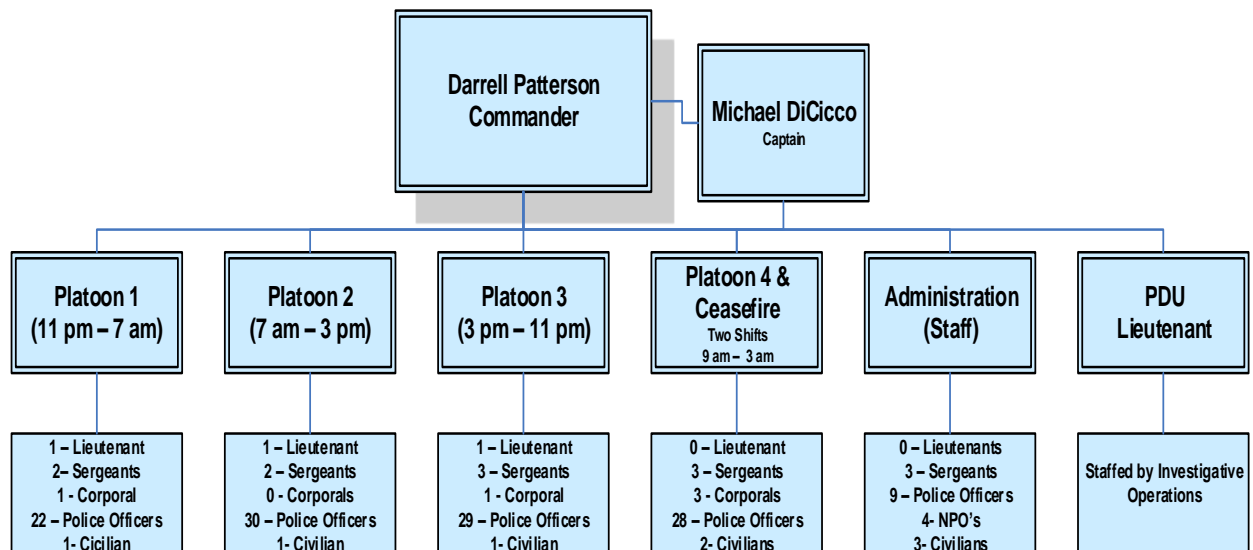
Coverage: See map.



8th Precinct
2020

Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	41	31	-24%	↓
Sexual Assault	111	102	-8%	↓
Robbery	252	291	16%	↑
Aggravated Assault	1,276	1,450	14%	↑
*Carjacking	32	24	-27%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	1,062	1,118	5%	↑
Larceny	1,847	1,798	-3%	↓
Stolen Vehicle	966	1,004	4%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** The Eighth Precinct, along with Resource Management through the Office of Assistant Chief of Police James E. White, continually seeks to improve its facilities. We have had both minor and major repairs done to ensure safety and functionality for our personnel. In 2020, we seek to improve our Fitness Room, maximize the space of our Detective Unit, and incorporate the new Precinct Intelligence Center slated to break ground in late winter.
- **Vehicles:** The Eighth Precinct has made significant improvement in keeping our fleet in service from last year to this year. Preventable accidents have fallen drastically as our supervisors continue to stress safe driving tactics and hold those accountable who have been found at fault.
- **Personnel:** The Eighth Precinct continues to receive a steady flow of new officers from Training, resulting in as many as 37 Probationary Police Officers (PPOs) deployed at the high point in 2019. We have additional officers certified and trained to evaluate the PPOs above our normal complement of Corporals, and our supervisors also assist in the completion of daily observation reports. Our Ceasefire/Special Operations has gained a lieutenant to oversee and administrate activities. We are actively recruiting for an additional lieutenant to take over Precinct Detective Unit responsibilities.

2020 On-going Successes / Strategies

- **Overall Strategy**
 - Improve efficiency in operations and personnel management, encourage and enhance statistical productivity of all units including patrol, case management resulting in warrant submissions and successful prosecution, continuous building of relationships with the general citizenry as well as local businesses.
- **Crime Strategies**
 - **Robberies** – Establish a designated robbery investigation team. This unit will exclusively investigate robberies free from general assignment encumbrances. Smaller overall workload will provide more time and resources to thoroughly investigate and follow up. During the holiday season and beyond, PPOs have been assigned to walk four business district beats with the responsibility of checking special attentions, recruiting new Green Light Businesses, and otherwise being visible and engaging with the public. These areas were determined to be problem areas as armed robberies have occurred in these areas. After the holidays, we intend to continue the beat with 3 officers for the same purpose and benefit. Special Operations focus enforcement in scout car areas 8-3, 8-4, 8-8, and 8-12,

which are consistent Hot Spot areas along 7 Mile and Greenfield roads respectively.

- **Non-Fatal Shootings** – Expand current shooting investigation team as referenced in previous memorandum. Build a large, qualified unit that can focus on low case load with the ability to follow up on cases. Ceasefire and Special Operations are considered one in the same. All non-fatal shooting incidents are given a ‘Ceasefire response’, especially until the circumstances surrounding the shooting are determined. Victims can be uncooperative whether or not they are gang affiliated, therefore a ‘Ceasefire response’ may produce results. Enforcement (boosting) does not fall exclusively to Special Operations. Ceasefire unit is expected to work proactively when not undertaking Ceasefire activity.

Regular patrol units have been exposed to daily training by the command staff and motivated supervisors alike. Additionally, Special Response Team, Professional Education and Training, and Traffic Enforcement Unit, have been, and will be used in future to build the confidence and proactive patrol skills that our regular patrol officers need. Sergeants have been directed to take PPOs out daily to help teach our young police force how to be proactive. All of these actions will in turn equate to patrol members conducting those street and traffic investigations, causing the criminal element in this precinct to beware and at least consider their criminal ways.

- **Burglaries** – Improve communication between the B/E task force and the Precinct Detective Unit (PDU). The areas producing the highest number of burglaries has been the focus. Upon the launch of the Precinct Intel Center and upcoming traffic cameras along the 7 Mile and Greenfield corridor, the B/E team should be able to utilize these resources during surveillance operations. The B/E task force will fall under the direction of the PDU to create better intelligence sharing and accountability. More focus will be placed on “Leads on line”, “tether tracking”, and more MDOC checks of paroles and those on probation for breaking and entering crimes.
- **Weapon Offenses/Arrests** – Arrests by Special Operations for illegally carrying concealed weapons out of the Eighth precinct are quite frequent. Patrol units are less productive. Some of the feedback received regarding this topic is the lack of experience and overall comfort level of patrol officers to engage in proactive activities that could produce these results. We have instituted a Training Council made up of experienced officers from each platoon within the Eighth Precinct to identify the needs and potential deficiencies from each shift. The Council has been working together to present curriculum on the monthly training date to address

these issues. They have brought in outside units (SRT) to demonstrate safe traffic stops as well as taken the officers to the Academy to practice safe room clearances.

- **Precinct Detective Unit** – Increase closures of serious Part 1 offenses through a much more defined division of labor. The shooting team should exclusively handle shootings, the robbery team should handle robberies, and the burglary team burglaries. All other criminal investigations spread among our general assignment designated detectives, resulting in a more focused workload for the specialized detectives.
- **Traffic Enforcement** – Traffic units in the precinct run frequent Ticket/Tow details. They are given special attentions that come to the precinct, as well as listen to citizen complaints that route through our NPOs. We have bolstered our traffic enforcement unit and sent a few of our existing units to Radar/Lidar training and intend on sending all to accident investigation training. Additionally, all traffic cars have been directed to problem crime areas on Tuesdays, Thursdays, and weekends. High visibility and numerous traffic stops in our troubled areas, e.g. Seven Mile, McNichols, and Greenfield will help prevent criminal activity. We have also been encouraging regular patrol officers to find upcoming accident investigation training. If they become trained, it is our intention to run “X” cars on any shift that has a trained officer. We also are in the planning stages of designating an OWI focused car on platoon one either on special detail or as an everyday detail to supplement the shift.
- **Neighborhood Policing** – Our NPO unit was reinforced by adding a sixth member on a trial basis. We have 1 sergeant and 5 NPOs with 1 officer now awaiting approval for appointment. In addition, we have just instituted the foot beat under the direction of the NPO sergeant to monitor businesses and recruit Green Light partners as mentioned previously in this memo. We are in the early stages of partnering with the McKenny Community Services Center for office space as a mini-station for the NPOs. This space is in the north end of the precinct and will enhance our community partnership. We intend on seeking out additional partners throughout the precinct who would donate space for their designated NPO. A memorandum of understanding is currently pending creation and approval.

2020 Key Improvement Goals

The officers and supervisors of the Eighth Precinct remain dedicated and diligent, vowing to ensure the highest level of professional service to the public. Our Neighborhood Police Officers are deeply engaged throughout the community, street enforcement officers strive to respond to and reduce crime, and our Detective Unit tirelessly seeks to hold those responsible for criminal activity accountable.

9th Precinct

Improvement Plan

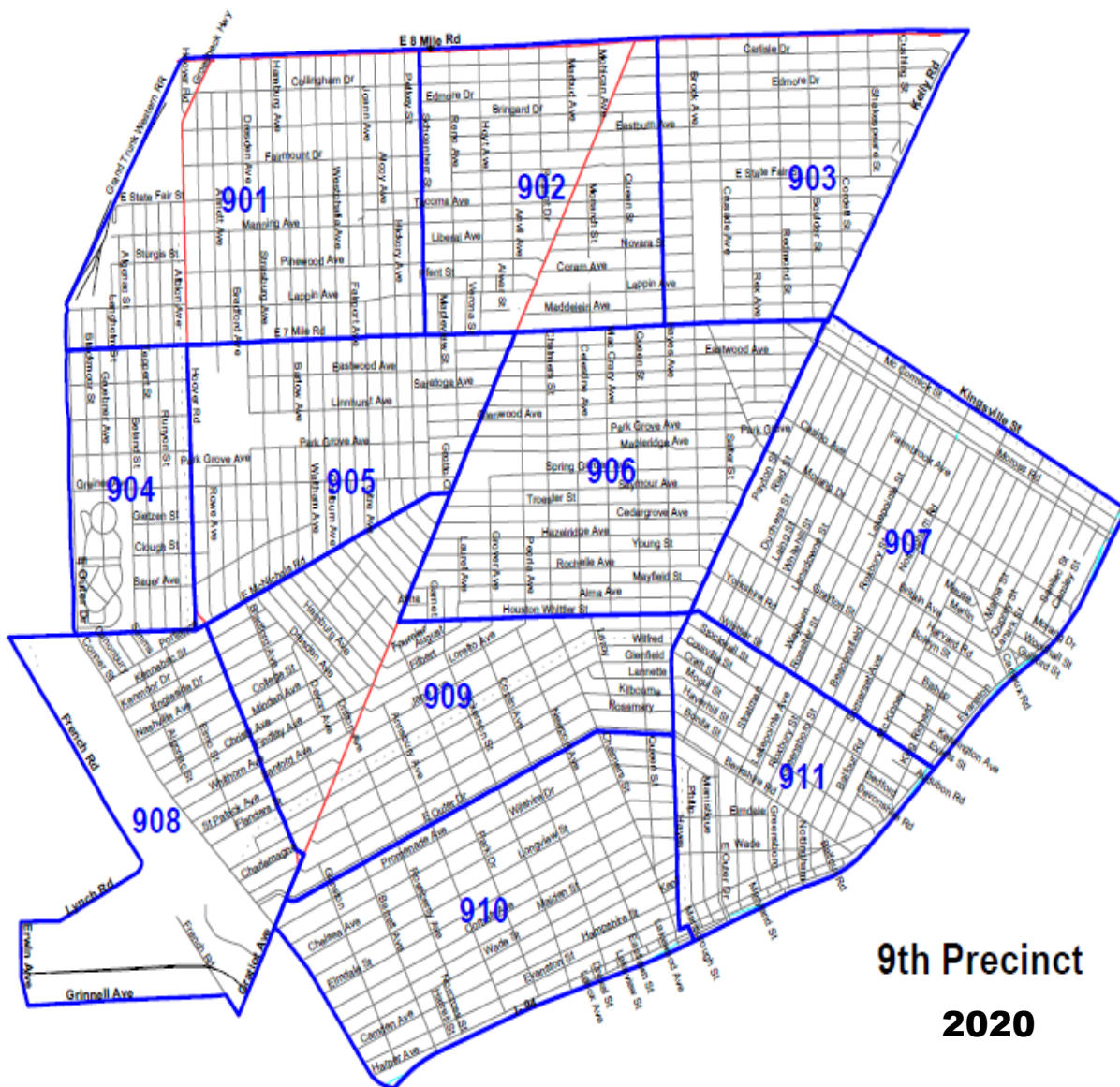
Reported by: Commander Eric Decker



9TH PRECINCT

Location: 11187 Gratiot

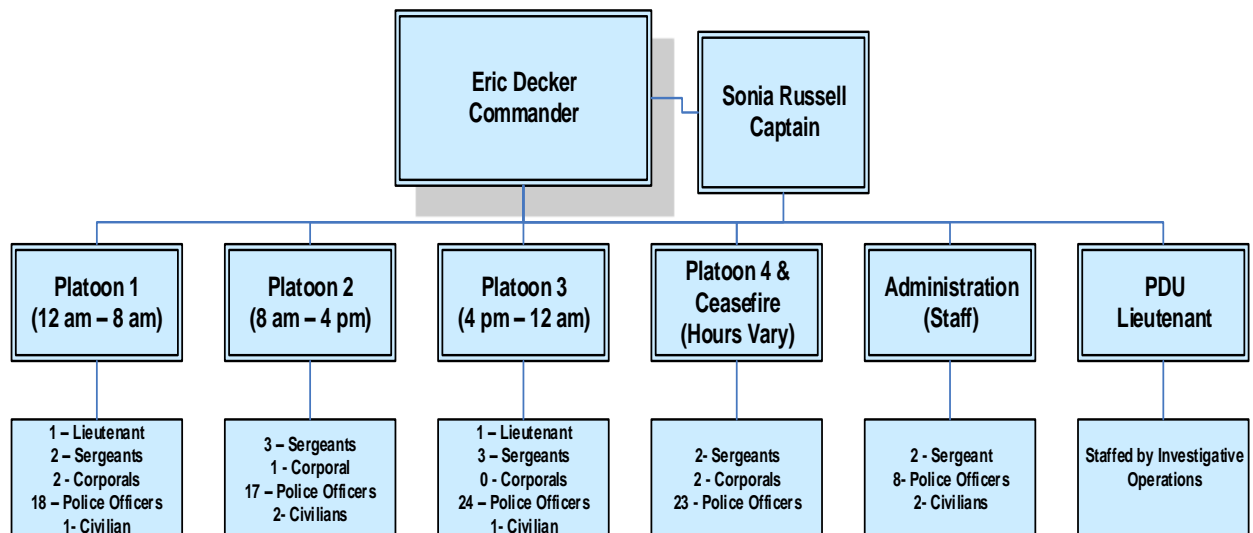
Coverage: See map.



9th Precinct
2020

Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	40	36	-10%	↓
Sexual Assault	131	140	7%	↑
Robbery	314	300	-5%	↓
Aggravated Assault	1,538	1,537	-.1%	↓
*Carjacking	43	25	42%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary (*less than 1%)	1,102	978	-11%	↓
Larceny	1,154	1,304	13%	↑
Stolen Vehicle	724	801	11%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** Plans are underway to build a new Mini-Real-Time Crime Center at the Ninth Precinct. The Ninth Precinct is also scheduled for renovations to the locker rooms, showers, and to receive a man trap door in the precinct lobby. The Ninth Precinct will also receive a gate around the precinct for security measures and new lighting in the precinct parking lot.
- **Vehicles:** Our fleet is in good shape. We are currently anticipating the update of our investigative vehicles.
- **Personnel:** We are close to maintaining our minimum staffing, however we still need additional officers. As the department continues its aggressive recruitment efforts, we anticipate receiving a steady flow of new energetic recruits, which will enable us to increase our patrol efforts and decrease our response time.

2020 On-going Successes / Strategies

Going forward, the following will be implemented in order to either reduce or eliminate the pending issues:

- This is the third year the Ninth Precinct was approved grant funding for the *non-fatal shooting team task force* in conjunction with the *Wayne County Prosecutor's Office*. In 2019, our non-fatal shooting closure rate was significantly lower than it was in 2018.
- This year the Ninth Precinct was awarded the 2019 DOJ-BJA Community Based Crime Reduction Grant. This \$999,860 award will enable us to convene a cross-sector partnership to create and implement a community-based crime reduction strategy in the area surrounding the FCA investment.
- The Ninth Precinct also received renewal of the PSN (Project Safe Neighborhood) grant from the federal government. This is a partnership between the *Detroit Police Department* and *The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)* to reduce gun violence in the 9th Precinct area.

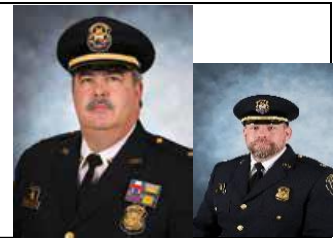
2020 Key Improvement Goals

- The members of the Ninth Precinct are dedicated and hardworking individuals who consistently demonstrate their willingness to ensure that not only the citizens of Detroit, but visitors alike, are safe as they live, work and play in our city.

10th Precinct

Improvement Plan

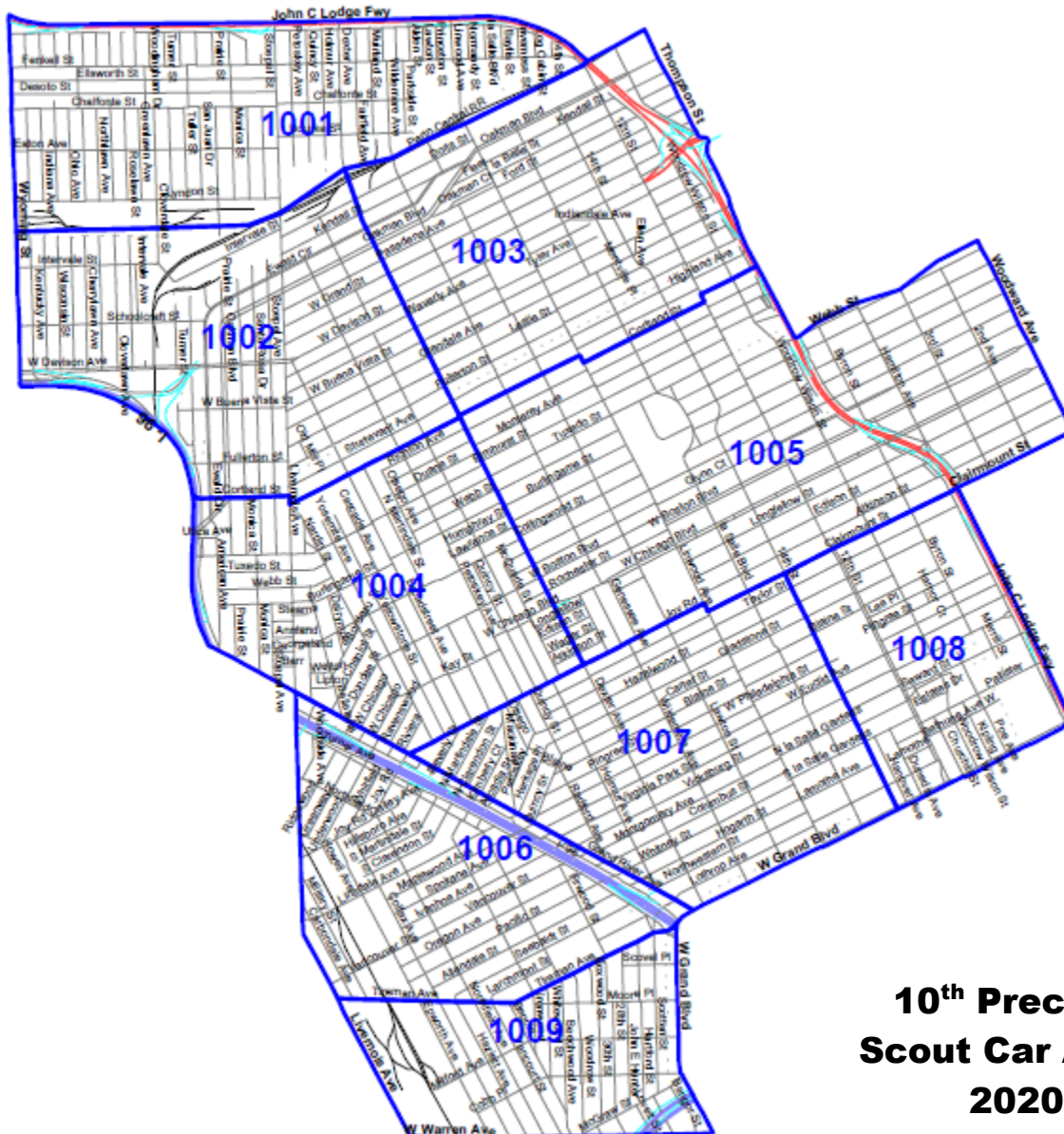
Reported by: Commander Nick Kyriacou



10TH PRECINCT

Location: 12000 Livernois

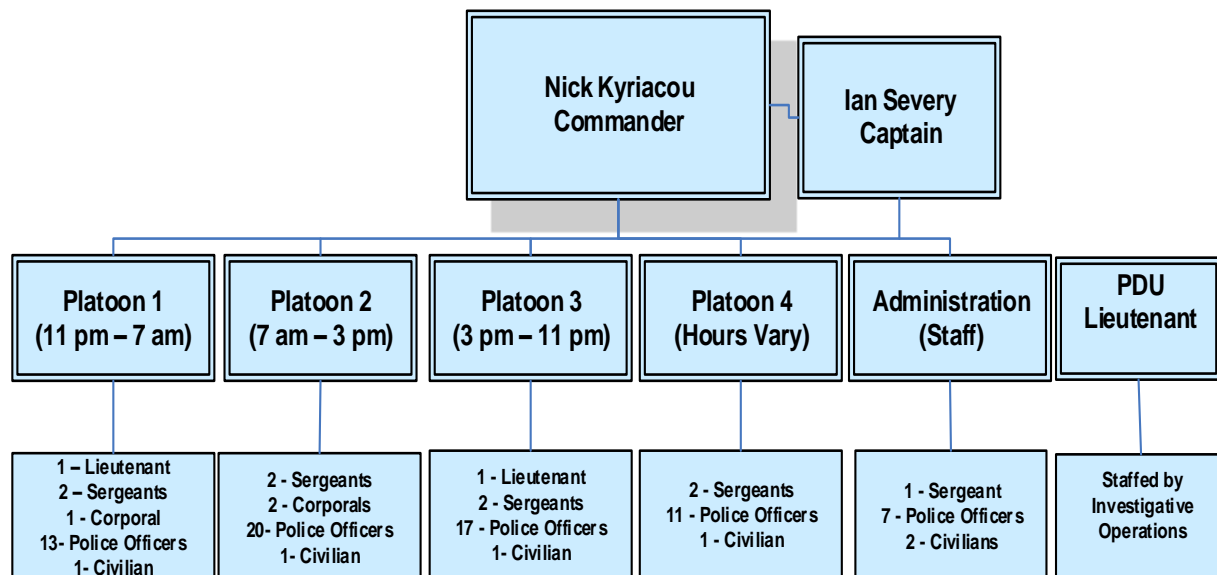
Coverage: See map.



**10th Precinct
Scout Car Areas
2020**

Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	24	23	-4%	↓
Sexual Assault	81	59	-27%	↓
Robbery	168	174	4%	↑
Aggravated Assault	796	745	-6%	↓
*Carjacking	21	26	24%	↑

Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	607	505	-17%	↓
Larceny	1,001	962	-4%	↓
Stolen Vehicle	513	627	22%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** A significant number of improvements have been made to the Tenth Precinct Station. New flooring has been installed, lighting has been up-graded and the entire building has been repainted. These cosmetic improvements have made this a much nicer place to work. We recently received a range booster for our handheld radios that has been installed in our basement. This enables members to hear the radio increasing officer safety and situational awareness.
- **Vehicles:** We have received a changeover of our fleet of marked patrol response cars to new Ford Explorers. Also, our fleet of generally assigned (unmarked) vehicles that our Investigative Personnel use has been upgraded to 2017 model year and newer. Our fleet of semi marked police vehicles that are used by our Special Operations Officers is somewhat aged. We are hoping for a switch-out of these cars during 2020.
- **Personnel:** We continue to welcome newly hired Probationary Police Officers into our ranks at the Tenth Precinct. We are addressing staffing challenges in our Precinct Detective Unit by way of our Career Enrichment Program, which allows Police Officers to be assigned out from Patrol to work in the Detective Unit.

2020 On-Going Successes/Strategies

The strategies listed below have proven to be effective and will continue to be used:

- **Community Outreach:** Our partnership with Americorps and the Wayne State University Center for Urban Studies will continue going forward into 2020. This collaboration has proven fruitful by reigniting dormant block clubs and establishing new ones.
- **Violence Reduction:** Operation Ceasefire has proven itself to be effective at addressing the incidents of violent crimes, particularly shootings and robberies, in other parts of the city. We will be going live as a Ceasefire Precinct in January, 2020.
- **Green Light Recruitment:** The value of the Green Light Program in reducing violence and increasing the feeling of safety and security for citizens patronizing these establishments is undeniable. We will continue our recruitments going into the new year.

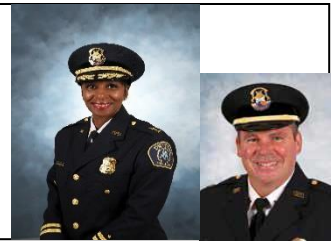
2020 Key Improvement Goals:

- Continue to engage the community that we are privileged to serve by increasing the number block clubs and community organizations.
- Reduce the occurrence of violent crime by implementation of the Ceasefire Program as described above, along with the continued use of data- driven targeted hotspot policing tactics.
- Improve morale by continuing to improve the physical premises of the precinct station, upgrading the balance of the vehicular fleet, and addressing staffing issues where possible.

11th Precinct

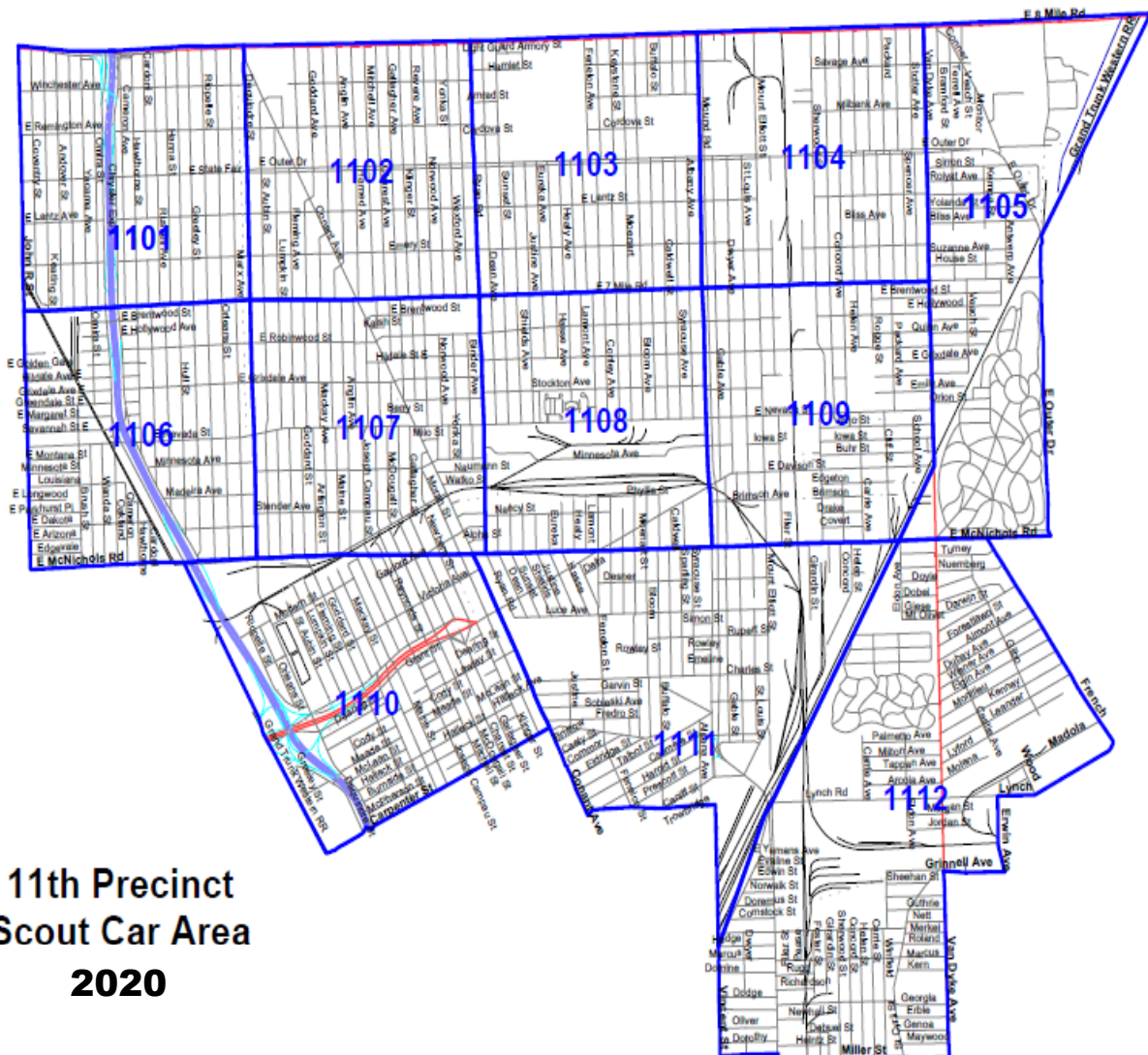
Improvement Plan

Reported by: Commander Constance Slappey



Location: 5100 E. Nevada

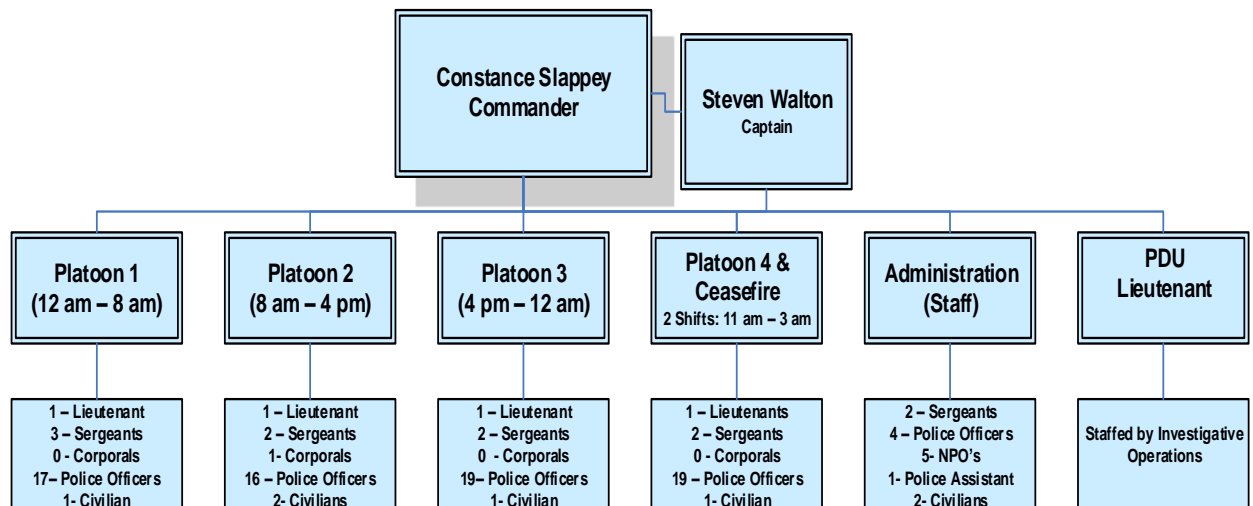
Coverage: See map.



**11th Precinct
Scout Car Area
2020**

Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	28	28	0%	-
Sexual Assault	68	76	12%	↑
Robbery	189	179	-5%	↓
Aggravated Assault	740	720	-3%	↓
*Carjacking	22	17	-23%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Burglary	565	520	-8%	↓
Larceny	940	984	5%	↑
Stolen Vehicle	454	394	-13%	↓

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** Currently, the Eleventh Precinct facility is undergoing the following improvements/ upgrades/ repairs: Parking lot, concrete repair, sign upgrades and the installation of new security cameras, upgrades inside the precinct, locker room, front lobby, PDU, etc. In general, the facility is not currently in need of any major capital improvements.
- **Personnel:** Our current staffing totals are a positive reflection of the decrease in crime we experienced in 2019. Nevertheless, we welcome the new influx of new recruits to the Department and look forward to their assignment to the Eleventh Precinct.
 - **Community:** Business community partnerships are key to community service. There is an ongoing initiative to expand on the already successful Green Light Initiative, which currently stands at 40 Green Light partners in the Eleventh Precinct.
 - **Officer morale:** Officer morale is a large part of the Eleventh Precinct operations plan. The command staff is committed to providing officers at the Eleventh Precinct with competent leadership and training opportunities, diversity in work assignments, emotional support and consistency with decision making. These principles will continue in 2020.

2020 On-going Successes/Strategies

- **Training:** The Eleventh Precinct hosts an annual seminar for precinct-wide probationary patrol officers with three years or less service. The seminar focuses on the essentials of effectively patrolling our communities along with the well-being of our officers.
- **Crime Reduction:** The Eleventh Precinct accomplished crime reductions in part one crimes through partnerships with other law enforcement entities, along with the assistance of the Green Light Initiative, focusing on known offenders and efficient and thorough criminal investigations. Additionally, as a part of Ceasefire, the Eleventh Precinct is focusing on Gang and/or Group related shootings and incidents. These key factors will continue to ensure we maximize our ability to reduce crime.

2020 Key Improvement Goals

- **Increase Staffing:** The Eleventh Precinct consistently looks forward to receiving new recruits to supplement our existing personnel. Our continued goal is to maintain the high level of service our community expects and deserves.

- **Increase case closure rates:** The Eleventh Precinct Detective Unit has restructured staff to ensure adequate investigative personnel, for the purpose of increasing our closure rate percentage.

12th Precinct

Improvement Plan

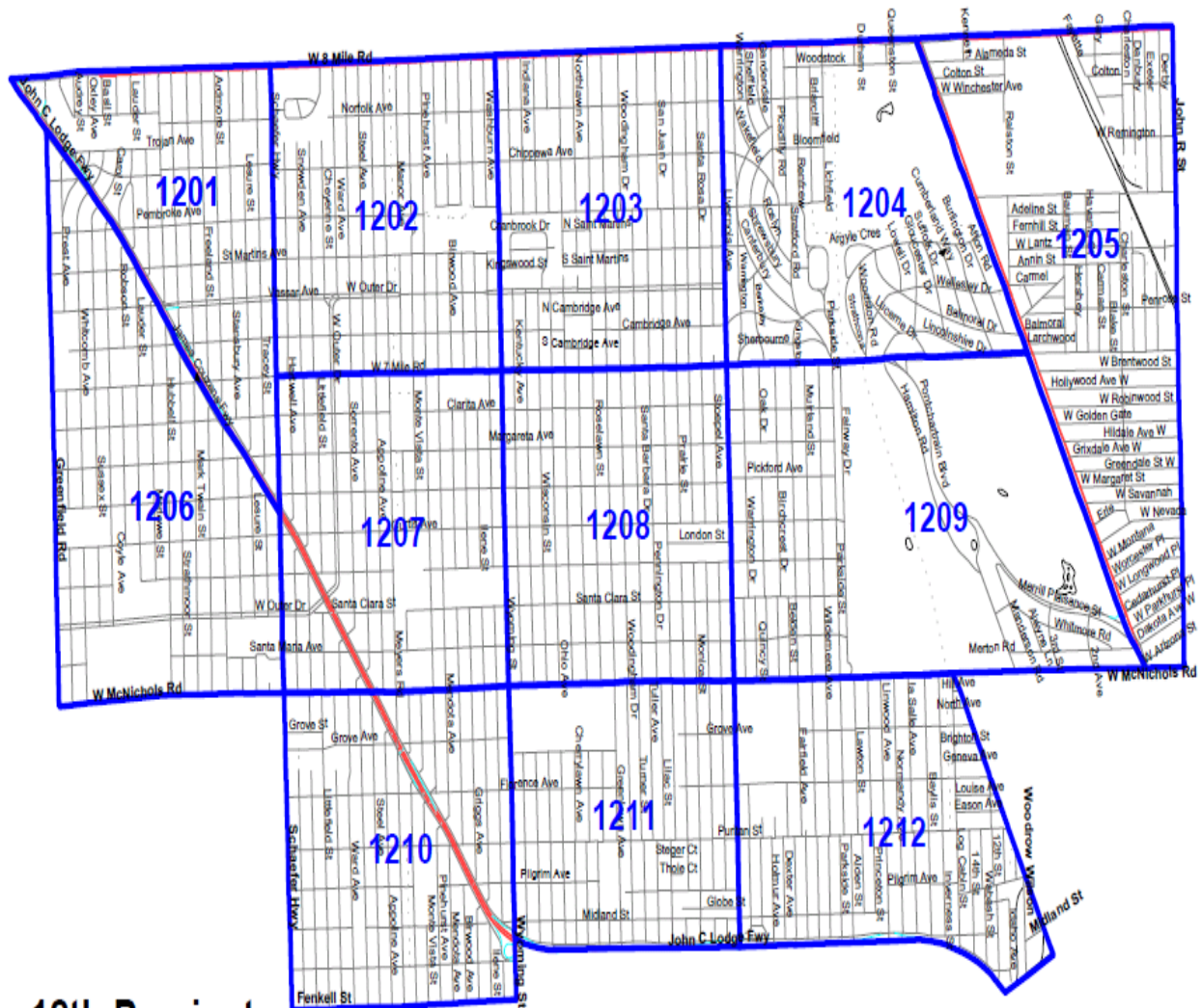
Reported by: Commander Deshaune Sims



12TH PRECINCT

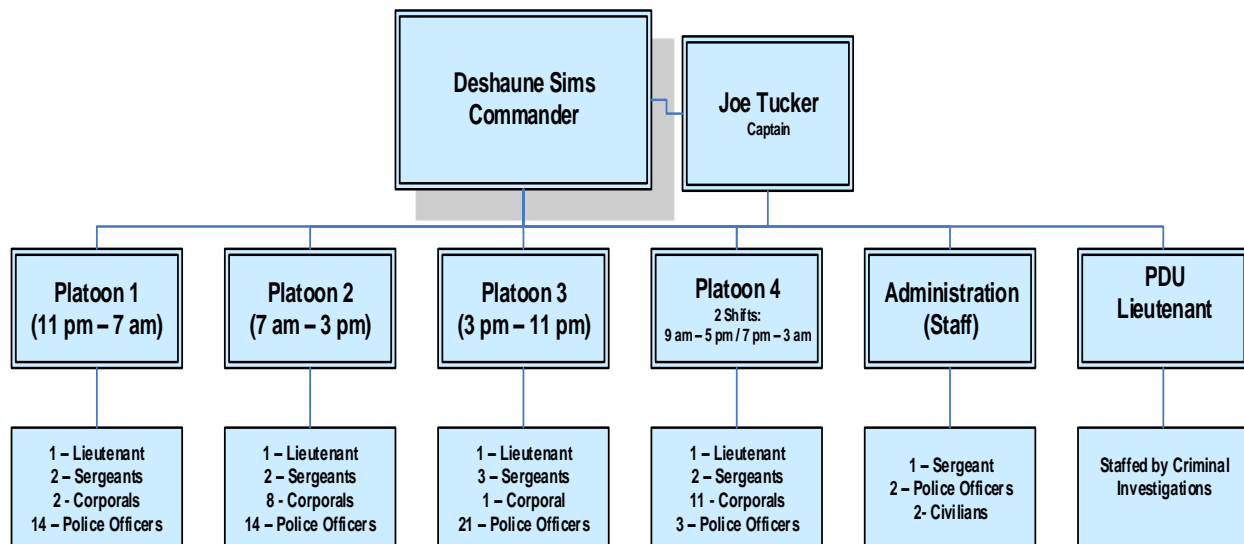
Location: 1441 W. Seven Mile Road

Coverage: See map.



Hierarchy / Deployment:

Visual representation



Violent Offenses		Calendar Year Comparisons		
Offense Type	2018	2019	% Change	Trend
Homicide	19	34	79%	↑
Sexual Assault	91	70	-23%	↓
Robbery	249	249	0%	-
Aggravated Assault	1,102	952	-14%	↓
*Carjacking	42	40	-5%	↓
Property Offenses		Calendar Year Comparisons		
Offense Type	2017	2018	% Change	Trend
Burglary	818	650	-21%	↓
Larceny	1,625	1,602	-1%	↓
Stolen Vehicle	771	826	7%	↑

*Carjacking totals are included in Robbery totals.

2020 Improvement Plan Narrative

- **Facilities:** Additional layers of security will be added in form of upgraded security keypads for all secondary entrance and exit doors, upgraded camera systems with monitors, a “mantrap” system for the main lobby entrance door, and added TV’s/Monitors to monitor the Project Greenlight cameras for businesses within the Precinct boundaries. The men’s’ and women’s locker rooms (with showers) will be updated, along with the public and administrative restrooms.
- **Vehicles:** Throughout 2019, the 12th Precinct was able to transition out older vehicles in our fleet and received six 2018 Ford Explorers for patrol, two 2019 and one 2018 Chevrolet Impalas for the Precinct Detective Unit, one 2019 Chevrolet Impala for the Commander of the 12th Precinct, and one 2018 Ford Explorer for our Special Operations.
- **Personnel:** Staffing levels are always monitored to ensure equitability across all platoons to ensure prompt response times related to calls for service. As with most precincts within the Department, the 12th Precinct continues to receive new probationary officers that are eager to learn and safeguard the lives of the citizens of Detroit. During the calendar of 2019, we welcomed 13 new recruits.

2020 On-Going Successes/Strategies

Moving forward, the following will be implemented in order to either reduce or eliminate the pending issues:

- The 12th Precinct will continue to improve on our PDU closure rates. Command Staff will continue to work with PDU personnel to provide training and additional resources to meet the demands of cases assigned, as well as conduct weekly audits and internal precinct COMSTAT meetings.
- We will continue to have monthly meetings with our Community CB patrols, Community COMSTAT (in partnership with Wayne State University), and the Neighborhood Community Relations group to share information regarding crime trends and how to build and grow safer neighborhoods.
- The 12th Precinct currently has a Domestic Violence Advocate who is provided information from our Precinct Detective Unit (PDU) regarding assault cases. Additionally, we have a dedicated Social Worker. Both work in tandem to assist victims in obtaining personal protection orders and other informational services available to victims of assault.
- As the crime patterns continue to trend downward, we will continue to enhance our efforts utilizing the below listed strategies working with department resources, as well as other local and federal partners:
 - Ceasefire Program with a focus on gang/group nexus and gun related crimes

- Targeted Enforcement (Hot Spots) identifying crime trends and deploying resources
- Offer to Engage / Push Off Operations with a focus on prostitution and narcotic sales
- Restore Order Operations
- Initiation of the 12th Precinct HotSpot Disruption Plan
- Implementation of the 12th Precinct Community Resources and Mediation Program
- 12th Precinct Internal COMSTAT meeting
- Partnerships:
 - Federal Law Enforcement
 - MDOC (home checks)
 - Detroit Police Department - Homicide, Gang Intelligence, Major Violators, Vice Enforcement, Traffic Enforcement

2020 Key Improvement Goals

- The 12th Precinct will continue to provide a community approached partnership with a focus on the following:
 - Effective Leadership
 - Professionalism
 - Integrity
 - Dedication
 - Adaptability
 - Courage
- We will also work with the development of officers and supervision through training and mentorship.

Metropolitan Division

Improvement Plan

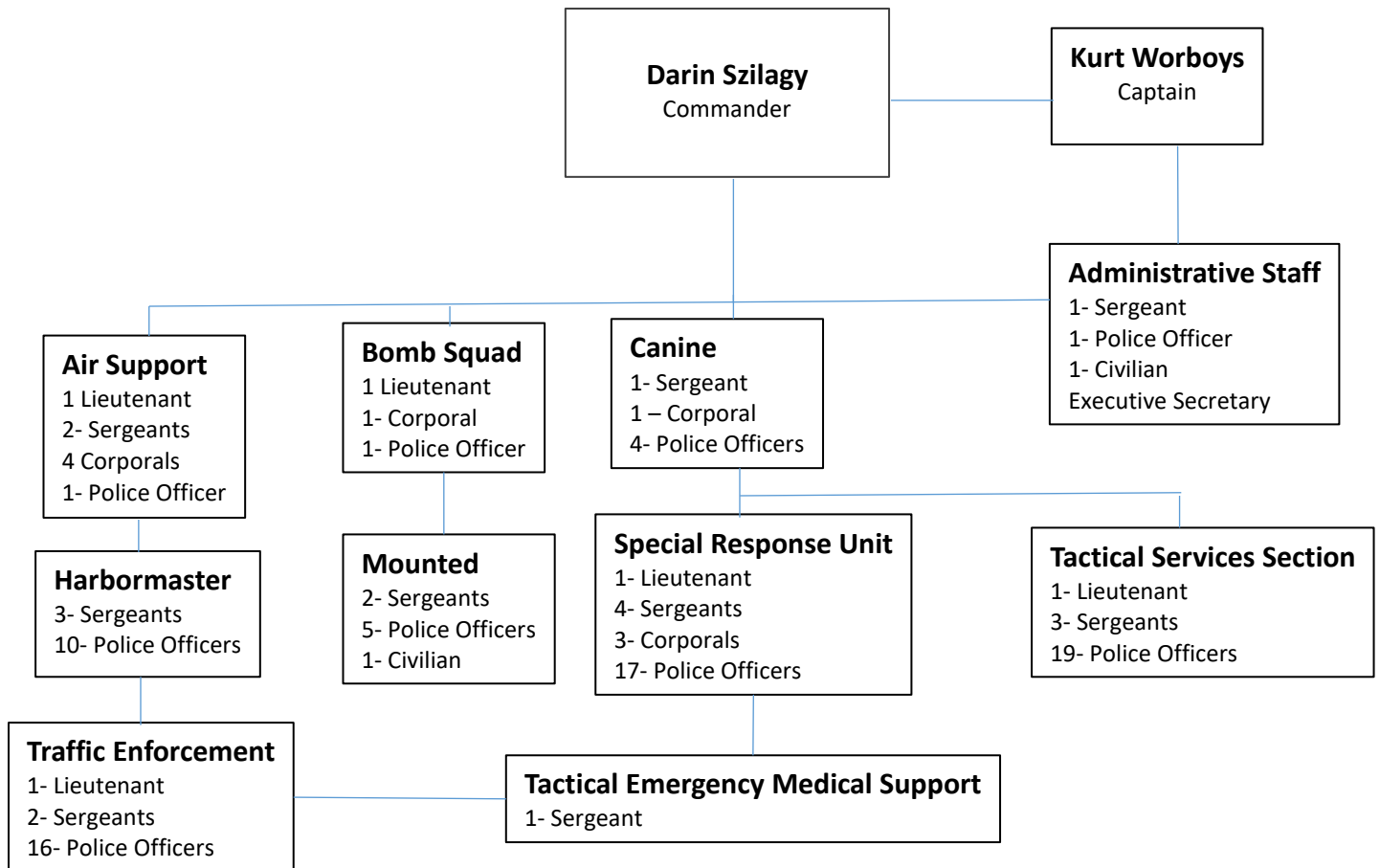
Reported by: Commander Darin Szilagy



Metropolitan Division

Location: 17825 Sherwood

Coverage: City-Wide Deployment



2020 Improvement Plan Narrative

- **Facilities:** The Metropolitan Division consists of the following full-time units: Air Support, Bomb Squad, Canine, Harbormaster, Mounted, Special Response Team, Tactical Emergency Medical Support, Tactical Services Section, and Traffic Enforcement. The part-time units that report to Metropolitan Division are as follows: Citywide Park Detail, Counter Sniper Team, Hostage Negotiation Team, and Underwater Recovery Team. The Division has units stationed at several different locations throughout the city.

Due to the value of the equipment stored and maintained at Metropolitan Division, located at 17825 Sherwood, a plan to erect a pole barn for security and longevity is being considered. The following additions or repairs are being pursued: security bars for the window along the main level, an electronic entry gate for the parking lot, resurfacing of the driveway, exterior cameras, replacement of exterior doors, internal doors need to be re-keyed, roof has a clogged drain (northeast side of building), new tile floor of Sniper's Office, chimney stack needs to be inspected, bricks and mortar need repair, and new lockers are needed for the officers.

- **Air Support:** Located at the City Airport, 11499 Conner, is in need of new heaters, computers and ceiling tile.
- **Bomb Squad:** Located at 17825 Sherwood, the heater in the garage needs to be repaired.
- **Canine Unit:** Located at 17825 Sherwood, is in need of a Kennel retrofit in the old kitchen area (approved in 2019 but not started), additional crates for K-9.
- **Harbormaster:** Located at 2 Pleasure Drive, is in need of H/Vac system, docks repaired, parking lot repaved and pumps to abate flooding in building.
- **Mounted Unit:** Located at 910 Merrill Plaisance within Palmer Park, is in need of a four-horse trainer, Asbestos abatement, expanded corrals, and a heater in the barn.
- **Special Response Team:** Located at 17825 Sherwood, the office needs WIFI and a cell phone signal booster.
- **Traffic Enforcement:** Located at 17825 Sherwood, is in need of Commercial vehicle units needs scale recalibrated.

- **Vehicles:** Per Fleet Management, we are scheduled to receive new vehicles for Tactical Services Section in the early part of 2020.

- Special Response Team and Counter Sniper Team is seeking approval of free Armored Humvees through the Department of Defense 1033 program.
- Harbormaster needs a van for the Underwater Recovery Team.
- Mounted Unit needs a heavy duty pickup truck (shared with Bomb Squad) to transport equipment and a plow.

2020 On-going Successes / Strategies

Going forward, the following will be implemented in order to either reduce or eliminate the pending issues:

- The Metropolitan Division stresses the importance of proactive patrol with the Tactical Services Section and Traffic Enforcement Unit.
- The Special Response Team, the Tactical Services Section and other units within Metropolitan Division will undergo a transformation into a 3 Tier Tactical Program.
- The Special Response Team will continue to handle high risk search warrants and barricaded gun incidents with peaceful resolutions. Special Response Team handled fifty-three (53) search warrants and twenty-two (22) barricaded incidents in 2019. Since domestic terrorism is on the rise, this number is expected to increase.
- Last year, Bomb Squad responded to more than 500 calls for service, which includes sweeps, details, and suspected explosive devices. During this unstable time in the World and Country suspicious packages are being taken more serious.
- All full and part-time units assigned to Metropolitan Division will continue perform their duties with high standards as the serve the citizens of Detroit.

2020 Key Improvement Goals

The Metropolitan Division units will identify and implement different approaches for addressing crime. This will be done by effectively utilizing Crime Intelligence and data when deploying units into the field, searching and completing training which will help officers to be more proactive while on patrol, acquiring equipment that will assist with providing service to citizens and adding additional safety to officers, and supporting our precinct partners.

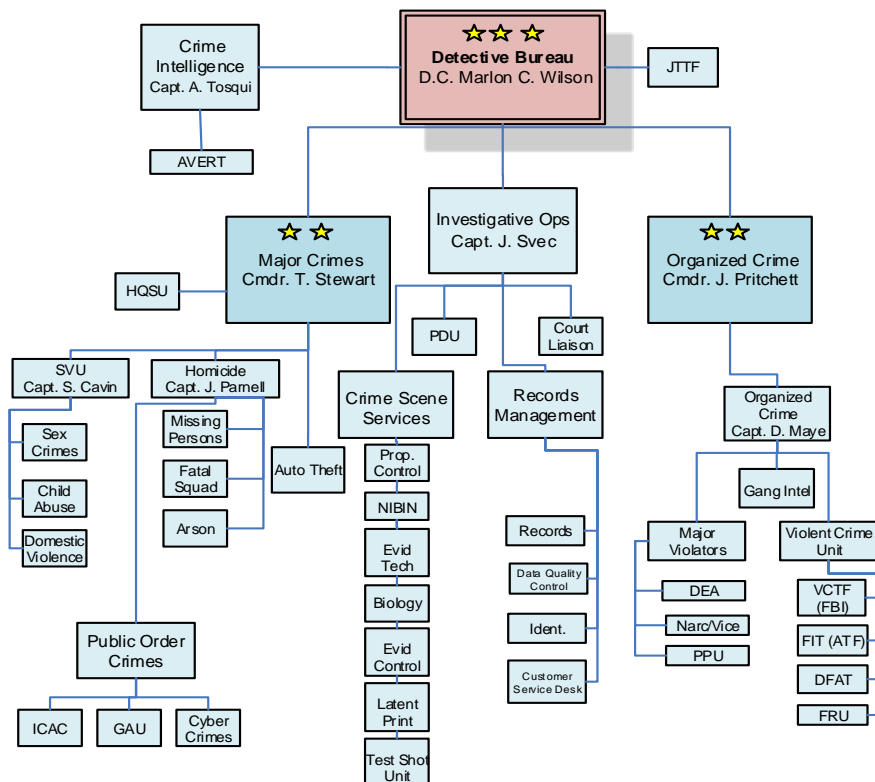
Detective Bureau

Improvement Plan

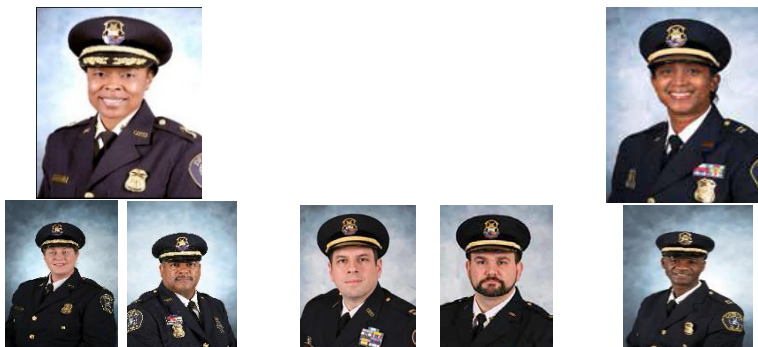
Reported by: Deputy Chief Marlon Wilson



The Detective Bureau is comprised of a number of DPD entities, each specializing in a particular area of crime ranging from general investigations to Homicide. The Detective Bureau is organized according to the following hierarchy:



Under this hierarchy, the Detective Bureau is headed by the following team of command officers selected for the knowledge, skills, and abilities requisite to lead detectives and investigators in the field.



CRIME SCENE SERVICES

2020 Improvement Plan Narrative

- **Facility:** During the month of October 2019, the unit moved into a newly remodeled facility. Since moving into the new location several small issues have arisen that have been quickly repaired by facilities.
- **Vehicles:** Two new vehicles have been delivered to the department. They are currently being outfitted with department equipment and will be available for use by the unit in early 2020.
- **Personnel:** Crime Scene Services is currently fully staffed with a mixture of civilian and sworn personnel. This combination of civilian and sworn personnel has increased the efficiency of the unit by allowing for timely responses to scenes.

2020 On-going Successes / Strategies

Emphasis has been placed on training staff on newly purchased equipment. The unit recently took possession of three 3-dimensional scanners that allows for crime scene photos to be captured digitally and stored in a manner that allows for 3D imaging of the crime scene.

2020 Key Improvement Goals

Newly acquired 3-dimensional scanners. The final training for this equipment is scheduled for beginning of January 2020. This technology will enhance evidence collection and case presentation.

RECORDS MANAGEMENT

2020 Improvement Plan Narrative

- **Facility:** Build out of a new centralized records facility is underway. Completion date is projected for early 2020. This new facility will house several units including Data Quality Control which falls under Records Management.
- **Vehicles:** Records Management currently has a sufficient number of vehicles to meet the operational needs of the command.
- **Personnel:** Staffing levels will be adjusted once the new facility is completed to accommodate the increased work load.

2020 On-going Successes / Strategies

One centralized record location will enhance control and dissemination of needed documents. Currently records are maintained at several locations scattered throughout the city.

2020 Key Improvement Goals

Implementation of a new document destruction process. Previously an incinerator operated by the City of Detroit was used for document destruction. Since being closed down a new company is being evaluated to handle the Departments needs as related to document destruction.

Upon completion of the new facility, units will move into the building and begin reorganization of retained files.

NIBIN (National Integrated Ballistic Information Network)

2020 Improvement Plan Narrative

- **Facility:** The NIBIN unit is currently being housed on the 5th floor of DPSH. The Unit is scheduled to move to another office space at DPSH. This new space will enable test firing of weapons to occur on site twenty four hours a day seven days a week, and expedite collection of casings necessary for NIBIN. This new location is also video monitored and key card controlled.
- **Vehicles:** Currently the NIBIN unit has no vehicles assigned to it. Anytime a vehicle is required one is pulled from the headquarters motor pool.
- **Personnel:** In November of 2019 three grant positions were hired for the NIBIN unit. This fills the positions allocated in the Federal Grant.

2020 On-going Successes / Strategies

The Detroit NIBIN unit's most recent evaluation from the ATF showed 94.7% of acquisitions were completed within 10 days. The national average is 41.2%. Additionally Detroit is averaging 13.5 days from seizure to acquisition. The national average is 158.3 days.

2020 Key Improvement Goals

Focus will be on training the new members who filled the grant positions on NIBIN practice and policy. We aim to strengthen the relationships we have with our partners at the ATF and Wayne County Prosecutors Office.

HOMICIDE

2020 Improvement Plan Narrative

- **Facilities:** Homicide is located on the 5th Floor of the Detroit Public Safety Headquarters. It shares workspace with other entities under the Major Crimes umbrella. The workspace sufficiently meets the needs and requirements of the unit. With increasing personnel, additional cubicles will be necessary for further expansion. Additional space has been allotted for the Wayne County Prosecutor's Office in a separate office on the 5th floor. Additional furniture has been requested.
- **Vehicles:** The unit was recently outfitted with new vehicles and additionally a request has been forwarded to Fleet Control for additional vehicles for the year 2020.
- **Personnel:** Homicide has added civilian analysts and clerks to assist with the investigative process. With the addition of civilian personnel, the unit has already experienced several successful outcomes.

2020 On-going Successes / Strategies

- Current implementation of an imbedded Crime Intel Analyst for all squads who assist in case investigations, criminal workups, statistical gathering, audio and video analysis and any matters regarding case development.
- Implementation of the Violent Crimes Reduction Initiative (V.C.R.I.), whereas a stronger relationship with the Wayne County Prosecutor's Office has been established through communication, inclusion, and direction in case investigations from the onset. The V.C.R.I. has also established a strong relationship with the Fugitive Apprehension Service Team (F.A.S.T), consisting of Detroit Police and Wayne County Sheriff personnel, in an effort to locate suspects, witnesses, serve Investigative Subpoenas and Witness Detainers, and to execute property or evidence only search warrants.
- Continued involvement and commitment to the Ceasefire initiative in order to reduce violence, along with allocating resources to improve the investigative efforts of homicide investigations.
- Continue the intelligence gathering, matching and data information from the National Integrated Ballistic Information Network (N.I.B.I.N.)
- Effective use of civilian clerical personnel in assisting with administrative follow up, warrant packaging, video extraction and miscellaneous follow up duties.
- Continue with the implementation of quarterly auditing and reporting for more current and relative information regarding homicide investigations.
- Improve upon the reporting and data tracking procedure with Fatal Squad investigations, in order to concentrate the investigative efforts as well as the focus of traffic enforcement operations in a particular area.

- Implementation of the Smart Sheet Lean Overtime Project, in order to track the importance of overtime creating increased operational efficiency and eliminate financial waste.

2020 Key Improvement Goals

- To establish a funded and dedicated Forensic Analyst in the Michigan State Police Crime Lab for Detroit Police Homicide. The goal is to establish a more efficient result timeline for current case investigations.
- Development a partnership with the Drug Enforcement Agency (D.E.A.), Detroit Police Major Violators, and Task Force Administration, for the investigation of overdose cases with focus on identifying sources of narcotics trafficking and delivery of substances causing injury or death.
- Upgrade and issuance of equipment and resources for a safer and more efficient investigation of potential bio-hazard and/or contaminated homicide or death scenes.

The overall objective of these initiatives and goals is to increase the operational efficiency and effectiveness within Homicide and Major Crimes, in order to maximize the quality, production and customer service to the citizens and visitors of the City of Detroit.

SPECIAL VICTIMS UNIT

2020 Improvement Plan Narrative

- **Facility:** Special Victims Unit (SVU) is located on the fifth floor of the Detroit Public Safety Headquarters (DPSHQ), the Guardian building, Kresge Eye Institute, DRH and police precincts. The SVU archives are housed on Mount Elliott. The allotted space for SVU at DPSHQ is currently adequate and with the current plans to expand the unit, the department has allocated additional space to assist with the expansion.
- **Vehicles:** Special Victims Unit did receive additional and or replacement newer vehicles at the end of calendar year 2019. Additional vehicles will be provided to the unit in 2020.
- **Personnel:** Additional staffing is in the process of being added to the unit in the year of 2020.

2020 On-going Successes / Strategies

The four (4) units under Special Victims Unit have a challenging and important function in the Department. All entities under the Special Victims Unit utilize a victim-centered approach. The three (3) investigative units (Child Abuse, Domestic Violence and Sex Crimes) have been assigned over 11,000 cases in 2019. The support unit (Victims Assistance) has contacted over 18,000 new victims of crimes in the city of Detroit.

- **Domestic Violence:** In 2019, Domestic Violence conducted community outreach,

speaking engagements, survivor workshops, and fundraising to benefit the YWCA Interim House shelter with the purpose of fostering a community understanding of Domestic Violence situations and support. Domestic Violence has seen an increase of multi-count warrants. Domestic Violence, in cooperation with the 5th Precinct, hosted an empowerment luncheon during Domestic Violence Awareness Month and provided purple ribbons of support throughout the Department. Domestic Violence also, with the approval of the Chief of Police, designated October 24, 2019, as Purple Thursday, to further the message of prevention and awareness of Domestic Violence. The progress on instituting the Intimate Partner Violence Initiative (IPVI) pilot program in the 8th Precinct has made significant strides towards an innovative model for this offender-based initiative.

- **Sex Crimes:** In 2019, the testing of the rape kits from the 500 kit project went into effect via a partnership with DPD and MSP. The investigative personnel to staff this squad has been requested. Sex Crimes conducts training and informational seminars and initiatives at local places of worship, schools, community events, hospitals, partner organizations and for new recruits and personnel upon promotion. Members work cooperatively on various task forces and special assignments including the Southeast Michigan Trafficking and Exploitation of Children (SEMTEC), the Wayne County Sexual Assault Task Force (WCSATF), Michigan Human Trafficking Task Force, as well as, in cooperation with outside agencies of varying jurisdictions.
- **Child Abuse:** In 2019, the members of Child Abuse were the recipients of a Compstat Award for their outstanding performance and dedication to the victims of Child Abuse related crimes. Child Abuse has a closure rate of 75% for 2019. Child Abuse has investigated 32 child deaths in 2019. Child Abuse has fostered and maintained a cooperative relationship with partners such as, Michigan Department of Health and Human Services, Child Protective Services, Kids Talk, and the Wayne County Morgue. Child Abuse created an online video for the “ABC’s of Safe Sleep” that was disseminated through various social media outlets to encourage and inform parents and caretakers on proper sleeping for infants.
- **Victims Assistance:** For the grant year 2019-2020, the Victims Assistance team gained a social worker and a driver position that is eligible for reimbursement by a federal grant. The Department is in process of amending the budget to account for the new positions. The social workers of Victims Assistance provide a vital and important service for the Department and community by focusing unwaveringly on the strength, support and survivorship of victims of crimes. This includes domestic violence, sexual assault, other assaultive crimes and secondary victims of Homicide. They also play an important role in the completion of the law enforcement verifications for the State of Michigan Crime Victims Compensation applications.

2020 Key Improvement Goals

In 2020, the Special Victims Unit looks to hire a project manager that will coordinate events for the Unit and operate as a liaison to other entities to enhance cooperation and training for cases that fall under the purview of the Special Victims Unit. Additionally, the Unit will be adding a dedicated crime analyst to research and detect crime trends and research offenders associated with assigned cases, as well as, an additional social worker and victim transport driver. Child Abuse is planning informational sessions regarding awareness and prevention in caring for infants and children.

CRIME INTELLIGENCE UNIT

2020 Improvement Plan Narrative

- **Facilities:** The Crime Intelligence Unit (CIU) is located on the fourth floor of the Detroit Public Safety Headquarters (DPSH) building. In 2020, the Real Time Crime Center (RTCC) will be expanded by approximately 30% growth via demolition and construction. The Audio-Visual Evidence Recovery Team (AVERT) is located on the 7th floor of DPSH
- **Vehicles:** Vehicles for CIU are allocated between RTCC/CIU (general), AVERT, and Project Green Light Detroit (PGLD). AVERT has 7 vehicles and is anticipating the receipt of 1 additional. CIU shares 2 un-marked vehicles with the PGLD Compliance Team. The PGLD Compliance Team also operates a marked vehicle. Due to the increased growth of the CIU Shield Program, CIU would benefit from the addition of an unmarked passenger van which has been requested.
- **Personnel:** CIU continues its need to expand personnel to meet the needs of both its growing programs and the RTCC expansion. Anticipated in early 2020 is the hiring of a Public Information Officer and several Virtual Patrol Operators (VPO) to monitor camera assets. Further, CIU has become a ground zero training facility for crime analysts that are ultimately deployed throughout the Department to a variety of different units. The growth of DPD's civilianization of crime analysis functions is on an upward trajectory. More units are in need of specialized assessments and those personnel are selected from CIU, whether on a permanent transfer basis (such as Homicide or Ceasefire), or temporarily assigned-out (such as the Violent Crime Reduction Initiative (VCRI) Task Force, or NIBIN). AVERT will need continued staffing support to grow with PGLD and video extraction requests from other investigative entities. One solution is to pair sworn AVERT members with Forensic Technicians assigned to AVERT. The Shield Program (being reinstituted in 2019) should grow from its 7 members and 1 supervisor due to demand for service. Finally, the newly formed "Informatics" component of CIU will continue to grow in 2020 due to the encapsulation of duties and responsibilities previously tasked to members from Wayne State University's Center for Urban Studies (WSU-CSU).

2020 On-going Successes / Strategies

- **Training / Process Improvement:** CIU maintains its two week standardized on-boarding training protocol, with 1 week devoted to classroom instruction, and 1 week shadowing seasoned analysts. Based on lessons learned from the Ceasefire analyst deployment, we determined that it is critical for analysts to work at the RTCC prior to being assigned to specialized units. Our anticipation is that growth of specialized training for CIU members will include: Foundations of Intelligence Analysis Training (FIAT) from the International Association of Law Enforcement Intelligence Analysts (IALEIA) and Association of Law Enforcement Intelligence Units (LEIU); Crime and Intelligence Analysis Training from the Alpha Group Center; and Facial Recognition training conducted by the Federal Bureau of Investigation. New AVERT members must undergo a minimum of 40 hours of training from the Federal Law Enforcement Training Center (FLETC) on basic video recovery, and a minimum of 80 hours from the Law Enforcement and Emergency Services Video Association. Members assigned to the Shield Program undergo Civilian Response to Active Shooter Event (CRASE) instructor training, ALICE (Alert, Lockdown, Inform, Counter, Evacuate) training, Disaster Preparedness Certification, and Professional Emergency Management Certification.
- **Technology:** RTCC found ultimate success with the Board of Police Commissioner approval for the use of previously acquired Facial Recognition software. Through this technology, DPD has been able to identify approximately 40% of requested probe images. Due to the intense debate on the use of the software, RTCC was host to countless tours in 2019, thereby increasing the transparency of the Department and Unit. Further, combined use of a variety of technology, such as Automated License Plate Readers (LPR), Facial Recognition software, and camera assets from PGLD, found success stories in violent crime case closures that may not have occurred without said technology. The development of the Informatics team established the foundation for enterprise infrastructure to allow for Department-wide analytics that previously only existed through WSU-CSU.
- **Compliance:** PGLD compliance rates continued to improve throughout 2019. Current go-live rate is measured at 60% with anticipated growth to 70% due to LEAN Project implementation.
- **Outreach:** Shield presentations in the community began on October 12, 2019 and did not stop throughout the end of 2019, with approximately 15 CRASE and Stop the Bleed seminars being conducted.
- **Specialization:** Specialized crime analysts were highly sought after in 2019, and worked on a variety of unique projects, thereby providing critical need to the Department. These included analysis into Business Burglaries, Home Invasions, Special Victims Crimes/Human Trafficking, Robbery and Arson. Further, six analysts were moved to the Homicide Unit, one analyst was assigned-out to the NIBIN unit, assignment of five Intelligence Specialists to the VCRI Task Force, and full staffing of all Precinct Ceasefire analysts.

2020 Key Improvement Goals

- **High-Quality Products:** By focusing on continued enhancement of our processes, and improvements in the training and hiring of qualified analysts, CIU will continue to serve as an elite intelligence unit that supplies a vast range of services to support both the Department and external partners.
- **Technology Plan:** The CIU will continue to develop its Technology Plan, assessing the value of systems and software available to the Unit, researching available technology, and identifying items that would benefit the Unit and the Department. Specifically, CIU is exploring (1) real-time social media open source data mining software, and (2) relationship management software for PGLD. CIU will also see technology and investigative benefits from the traffic camera / LPR Corridor expansion project that was approved by the Detroit City Council in 2019.
- **Measure Success:** CIU will use a variety of metrics and platforms to measure success of its programming and direction. Continued statistical analysis of PGLD by the Informatics team will continue, along with measurements conducted by the LEAN team. Work conducted by the researchers at Michigan State University (from the Smart Policing Initiative Grant) on PGLD will conclude in 2020, thereby providing third-party academic results of the impact of PGLD. Benchmarking of PGLD sites and corridors should also be a measurement of success, with an overall goal of 800 sites by the end of 2020. AVERT successes can be measured by frequency of requests (outside of that needed by PGLD) by investigative units. Currently the unit receives approximately 350 requests per month. Success of the Shield Program will be measured by analysis of requests for presentations, thereby increasing social awareness, adding transparency and improving police-community relations and public sentiment. Unfortunately, full success may not be measured unless a tragic event occurs where the training provided by the Shield Program benefits the victims of the event. The addition of VPOs will allow for the transition of Crime Analysts to ancillary projects and away from strictly viewing camera assets. Finally, the move from WSU-CSU to the CIU Informatics Team will bring about revised performance metric dashboards for the entire Department to use to measure its various strategies.

VICE ENFORCEMENT

2020 Improvement Plan Narrative

- **Facility:** The lease agreement for the current facility for Organized Crime will not be renewed. Resource Management has secured 1180 Oakman Blvd as the new location.
- **Vehicles:** The unit currently has five undercover vehicles.
- **Personnel:** Current staffing is one sergeant and 14 police officers. On November 11, 2017 we were awarded the COPS 17 Grant. The COPS 17 Grant is a hiring grant not an operations grant. The Department of Justice awarded \$1,848,067 to hire 15 additional officers. The department made a commitment to use the added capacity to increase

community policing efforts to combat human trafficking. Vice will be receiving an intelligence specialist and crime analyst in 2020 to assist with combatting human trafficking on a daily basis. An intelligence specialist will collect criminal intelligence information from a variety of sources such as: previous investigation, legal instruments, information storage and retrieval systems, and social media. The crime analysts will also develop and maintain databases relative to criminal activity that will be easily accessible. Having an intelligence specialist and crime analyst will help disseminate intelligence information to assist in prevention and detection of criminal activity.

2020 On-going Successes/Strategies

As we enter 2020, the team will continue to go to precincts and conduct roll call training to educate officers on human trafficking. Officers need to know what to be aware of while conducting routine patrol in the City of Detroit. Each officer in the unit will be assigned a precinct to serve as a liaison to form a relationship with the patrol officers and detectives within the detective unit. Eventually the goal will be to provide a block of instruction on human trafficking during the yearly 40 hour training.

Community Outreach will include middle schools, high schools, youth groups, churches, and organizations. We also want to include and inform local businesses such as beauty shops, nail salons, beauty supply stores, gas stations, motels, etc. After completing all the ground work, the goal will be to host a human trafficking symposium by the summer of 2020.

Each officer will play a distinctive role within the team to provide a strong collaborative force to combat human trafficking from all angles. With the addition of an intelligence specialist and crime analyst, we will have performance indicators based on our data points that will be compiled. The compiled data will measure if we are progressing in the right direction and meeting the threshold toward the specifications of the Department of Justice COPS Human Trafficking Grant.

2020 Key Improvement Goals

To develop a technology plan to assist with online human trafficking investigations. Request training and equipment to process and complete phone dumps. Equipment to conduct full operations in remote locations. Implement a detective command within the unit to increase operational efficiency and effectiveness in order to maximize production and provide superior customer service.

MAJOR VIOLATORS

2020 Improvement Plan Narrative

- **Facilities:** The lease agreement for the facility utilized by Major Violators is not being renewed, and a new location has been identified and secured by Resource Management. The location is in the process of being built out to accommodate equipment and personnel needs, and once complete, Major Violators, Vice, and Gang Intel will move in.

The Prisoner Processing Unit is expected to relocate very soon to the 11th Precinct, where the designated space is also being built out to accommodate their specific needs.

- **Vehicles:** Undercover vehicles, raid vans, and marked patrol vehicles are presently sufficient. As staffing levels are adjusted, the need for vehicles will increase and be adjusted accordingly through requests.
- **Personnel:** The Vice unit is working to maintain staffing levels to ensure compliance with grants. Major Violators Enforcement and Prisoner Processing are undergoing significant changes, which will require an increase in manpower to address their specific responsibilities. The Prisoner Processing Unit with Major Violators is expected to expand their investigative role and responsibility, and will be staffed accordingly.

2020 On-going Successes / Strategies

- Implementation of a warrant tracking database for Major Violators Enforcement to more effectively monitor case progress.
- Continuous evaluation of practice, procedure, and policy to ensure best practices are in place.
- Expanded use of the RMS database to capture and document intelligence and preserve records in a secure manner.
- Continued partnership with Homicide, HIDTA, and the DEA to identify opioid overdoses, work to bring criminal charges to those responsible, and disrupt the individuals and organizations trafficking in these substances.
- Continue the partnership with the City of Detroit Law Department to enforce ordinances on MLCC licensed establishments and sexually oriented businesses and take appropriate action to revoke licenses of those habitually in non-compliance (Penthouse Club).
- Ensure overtime expenditures are high in value.
- Tru-Narc machines were purchased for use by the Prisoner Processing Unit (PPU) and raid crews to immediately identify suspected narcotics which significantly improved levels of accuracy and safety.
- ODMAPS was implemented in 2019, and has proved to be an effective tool to track opioid overdoses in real time and target resources to specific hot spots.
- Pole mounted search cameras and new tactical vests were ordered to enhance officer safety and efficiency.

2020 Key Improvement Goals

- Improving candidate selection processes, standard operating procedures, and training to provide a better work product.
- Continued quality of life improvement for residents and businesses by remaining complaint responsive and taking appropriate action.

GANG INTELLIGENCE

2020 Improvement Plan Narrative

- **Facilities:** The lease agreement for the facility utilized by Gang Intelligence is not being renewed, and a new location has been identified and secured by Resource Management. The location is in the process of being built out to accommodate equipment and personnel needs. Once complete, Gang Intelligence, Major Violators, and Vice will move in.
- **Vehicles:** Undercover vehicles, marked patrol vehicles, and a raid van are currently sufficient. However, with the growing needs and responsibilities of the Detective Unit, another General Assignment vehicle is requested to ensure proper coverage. As staffing levels are adjusted, the need for more vehicles will increase and be adjusted accordingly through requests.
- **Personnel:** The Detroit Police Department is currently in the process of expanding the Ceasefire Program city-wide. Currently 9 of the 11 precincts (2, 4, 5, 6, 7, 8, 9, 11, and 12) have Ceasefire crews, and Gang Intelligence is tasked with investigating gang crimes and conducting enforcement actions in those precincts.

2020 On-going Successes/Strategies

- Implementation of new Standard Operating Procedure for the Gang Database in compliance with federal law and best practices.
- Continuous evaluation of practice, procedure, and policy to ensure best practices are in place.
- Continued partnership with Homicide, VGTF, VCTF, and the Ceasefire crews to focus on Gang crimes and work to bring criminal charges and disrupt the individuals and gangs responsible.
- Ensure overtime expenditures are high in value.

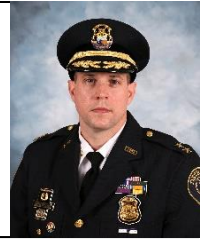
2020 Key Improvement Goals

- Create new partnerships and expand current partnerships to target gang violence that stems from or ends in the city of Detroit.
- Expand relationships with community outreach partners to provide individuals with alternatives to gang membership.

Support Operations

Improvement Plan

Reported by: Commander Mark Bliss

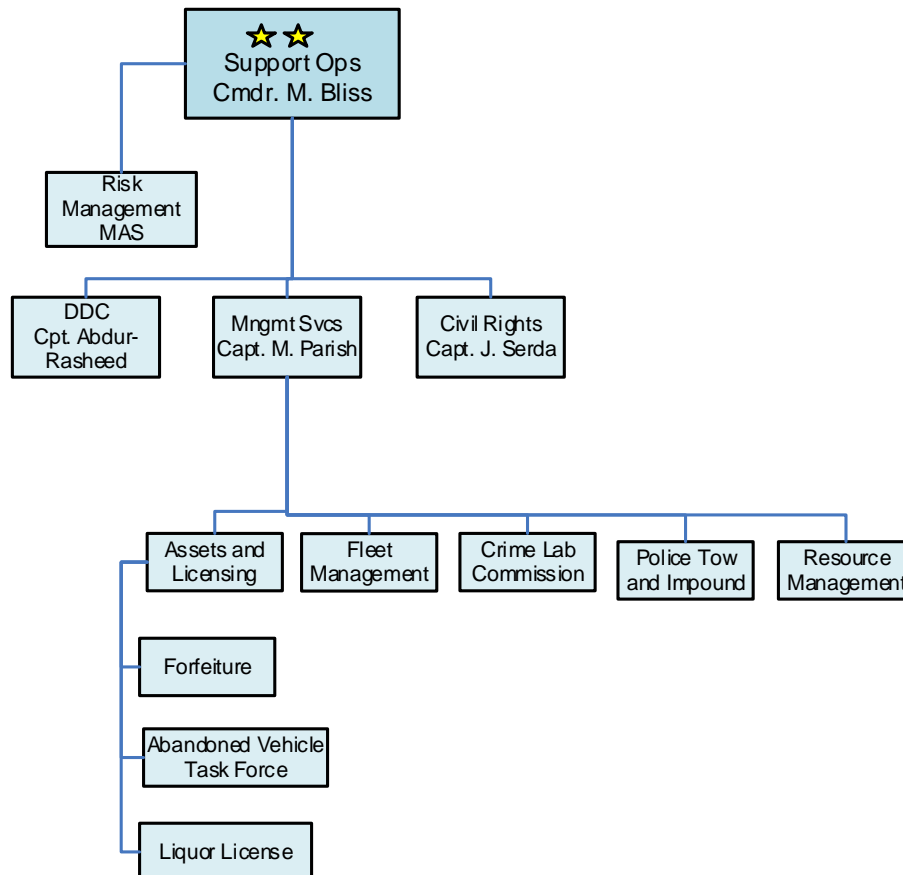


Office of Support Operations

Location: 1301 Third

Hierarchy / Deployment:

Visual representation



RISK MANAGEMENT/MANAGEMENT AWARENESS SYSTEM ADMINISTRATION

2020 Improvement Plan Narrative

Risk Management reports to the Office of Support Operations and provides reports of risk analysis to the Chief of Police, Office of Support Operations, commands reporting to the Office of Neighborhood Policing, and Professional Standards Bureau. The goal is to ensure all members maintain the mission and core values of the Police Department. This is achieved through the review of member performance by utilizing data in the Management Awareness System (MAS). Additionally, the MAS Administration Team reports to Risk Management and manages the operations of MAS, assist Department members with system functions, conduct audits of system data, grant and monitor user access, communicate system operability issues to the Department of Innovation and Technology (DOIT) MAS Programming Team, works with DOIT/MAS Programmers and DPD representatives on system enhancements, and provides MAS training to Department members.

- **Facilities:** Risk Management/Management Awareness System (MAS) Administration is located on the Seventh Floor of Detroit Public Safety Headquarters.
- **Vehicles:** There is currently no vehicles assigned to the unit.
- **Manpower:** Currently, Risk Management is staffed by two Police Officers. Risk Management recommends additional staffing to fill one vacant Sergeant position, and one Police Assistant. Two Police Officers comprise the MAS Administration Team. One Police Assistant is needed to address potential staffing shortages due to attrition and to cross-train personnel on Risk and MAS Administration tasks. Human Resources has been notified of the staffing need and is in the process of identifying a new hire.

2020 On-going Successes / Strategies

We will continue to execute the following:

- Prepare and issue standard reports to Department executives and by request, to outside departments for prevailing risk management issues and critical members.
- Further issuance of Quarterly reports to Commands on the supervisory reviews and actions taken to address member performance and behavior issues documented in PEERS within MAS.
- Maintain the assignment of PEERS to Command supervisors to address performance activities monitored in MAS for actions taken with members assigned to their Span of Control.
- Continue to complete Environmental Audits to report findings of issues concerning management, operational, and personnel issues affecting DPD Commands.

- Work with DOIT on MAS platform upgrades and system enhancements.
- Provide MAS Training

2020 Key Improvement Goals

Risk Management has the following goals for 2020:

- Develop Risk Reporting for CompStat.
- Review and update performance indicators monitored in MAS.
- Re-emphasize the goals and objectives of the PEERS process to DPD command supervisors.
- Conduct research of risk management issues currently facing modern police departments.
- Update the DPD Risk Model.
- Work with the Planning, Research and Deployment Unit, Training Center, Human Resources, and Civil Rights to provide recommendations relative to risk issues influencing DPD policies, training and recruitment procedures.

Management Services

Improvement Plan

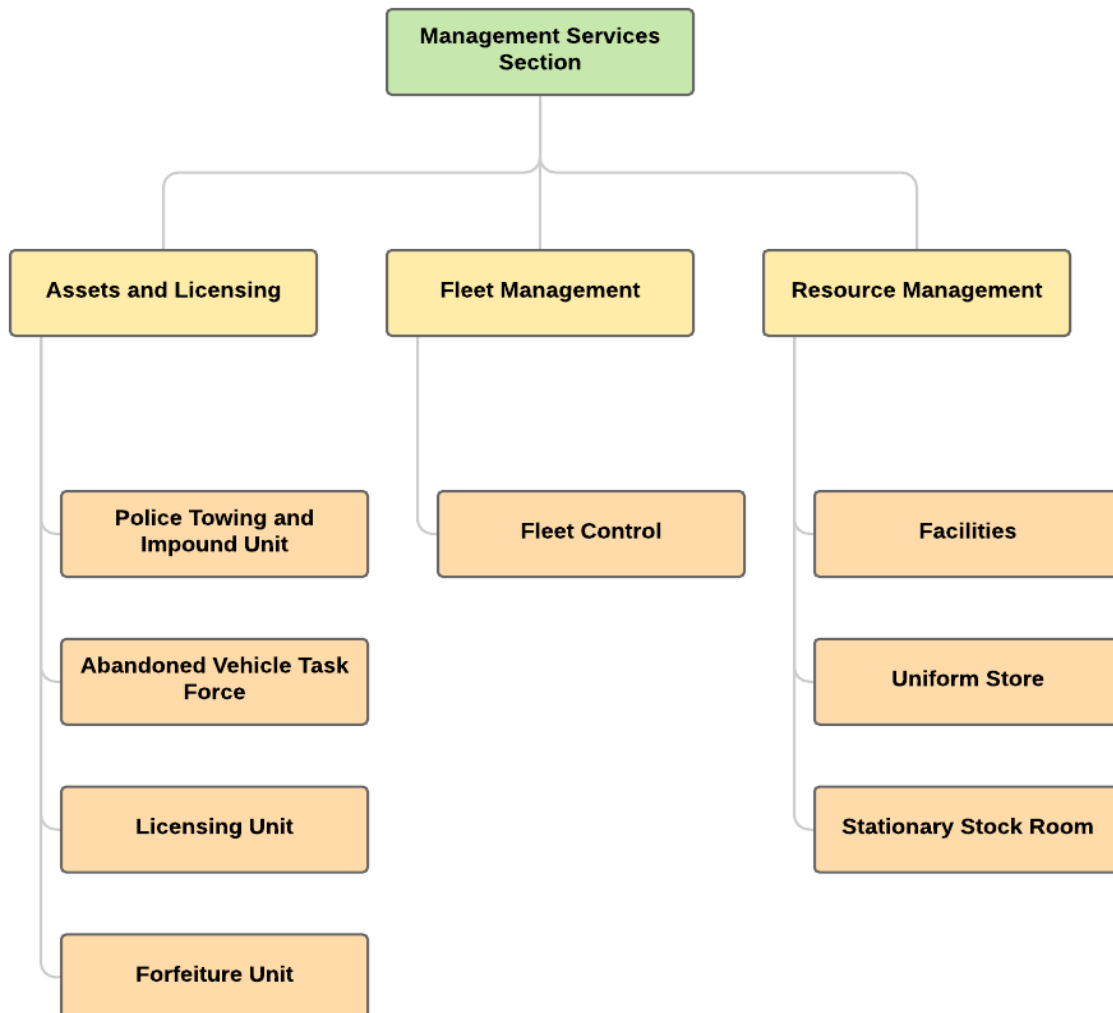
Reported by: Captain Michael Parish



Management Services Section

Location: 11631 Mt Elliott

Hierarchy / Organization



MANAGEMENT SERVICES

2020 Improvement Plan Narrative

The Management Services Section oversees a wide array of departmental assets in an effort to provide optimal services to City residents and stakeholders. Each subordinate entity is governed by a complex set of policies and is subject to rigorous auditing protocols to ensure compliance. The overarching goal of the Management Services Section is to ensure that all departmental assets and facilities are lawfully seized, procured, or otherwise obtained by the Detroit Police Department and thereafter properly utilized by DPD personnel. The Management Services Section works in conjunction with a number of DPD units to ensure that each unit's capital or non-capital needs are met to the greatest extent possible.

2020 Goals

- **Assets and Licensing:** To continue to monitor the performance of private towing companies and to establish a licensing system for private towing companies that conduct business in the city of Detroit. In addition, to institute a tow management software solution that will provide an easy-to-navigate platform for city residents to track the location, condition, and fees after a vehicle has been impounded.
- **Police Towing & Impound Unit:** To coordinate key buildouts of the Department's motor vehicle storage facility at Grand River / Oakman and to obtain new vehicles, technology, and equipment for the Department's towing operations.
- **Abandoned Vehicle Task Force:** To continue to improve response to complaints of abandoned vehicles and other forms of conveyances. In addition, to continue to improve processes related to the processing and disposition of vehicles lawfully impounded throughout the City.
- **Licensing Unit:** To continue to issue licenses in accordance with City ordinances and state laws and to coordinate with the Department's VICE Section to ensure that proper action is taken against regulated establishments that violate the law.
- **Forfeiture Unit:** To continue to promote compliance with various provisions of state and local law by zealously pursuing opportunities to forfeit property used to commit crimes in the City.
- **Fleet Management:** To take possession of and deploy the Detroit Police Department's Year 3 purchase of pursuit vehicles, cargo vans, trucks, and horse trailers for police operations.
- **Resource Management:** The goals of the Detroit Police Department's Resource Management Section are reported under the Resource Management Section of this Improvement Plan.

2020 On-going Successes / Strategies

The following recaps some of our most important successes:

- **Assets and Licensing:** The unit gained a police officer to serve in an investigative capacity for the unit. In addition, personnel assigned to Assets and Licensing conducted a number of inspections and investigations into private towing companies to ensure compliance with local rules and state laws.
- **Police Towing & Impound Unit:** The unit completed its first full year of towing and motor vehicle storage operations, generating more than \$3 million in revenue while reducing or waiving fees for qualifying crime victims as well as residents that could not otherwise afford to pay for the release of their vehicles.
- **Abandoned Vehicle Task Force:** The unit addressed a large number of abandoned vehicle complaints and provided for the day-to-day operations of the Detroit Police Department's motor vehicle storage facilities. In addition, the unit successfully reduced the overall number of vehicles sitting on private storage lots pending auction sale.
- **Licensing Unit:** The unit issued more than 3,500 licenses and successfully transitioned from a cashier method of payment to a kiosk system of payment.
- **Forfeiture Unit:** The unit processed more than 1,104 forfeiture petitions and instituted a new method of auctioning seized assets.
- **Fleet Management:** The unit successfully deployed more than 190 vehicles to various DPD entities
- **Resource Management:** The successes of the Detroit Police Department's Resource Management Section are reported under the Resource Management Section of this Improvement Plan.

2020 Key Improvement Goals:

- Continue to strengthen the operational aspects of all units subordinate to the Management Services Section through the implementation of new strategies aimed at increasing departmental assets.
- Continue to invest in the Detroit Police Department's operations, Fleet, and Facilities while spending efficiently and keeping waste to a minimum.

FLEET MANAGEMENT

2020 Improvement Plan Narrative

- **Facilities:** Coordinate with Facilities, and the City's General Services Department, for the repairs of our garage and entrance-way doors. Also coordinate with Facilities for the removal of property in the storage room adjacent to Fleet's garage.

- **Vehicles:** Fleet will be deploying (114) fully and semi-marked 2020 Ford Explorers to our Precincts and Tactical Services Unit, (2) Ford Transit cargo vans to our Crime Scene Services Unit, and (1) 5th wheel pick-up truck along with (2) horse trailers to our Mounted Unit. This deployment will occur during the first, second, and third quarters of 2020. This integration of vehicles into our fleet is part of the Department's year three deployment. Additionally, as part of this deployment, Fleet has already received and deployed (17) Chevrolet Impalas to our Precincts, Detective Units, and Executives, and (3) Ford Transit passenger vans.
- **Personnel:**
 - 1 – Lieutenant – permanently assigned
 - 1 – Sergeant – permanently assigned
 - 1 – Civilian Driver
 - 1 – Police Assistant
 - 10 – Police Officers – 2 permanent – 8 assigned in

2020 On-going Successes / Strategies:

- Continuing to “Right-Size” the fleet by removing outdated vehicles with consistent maintenance issues, and backfilling them with new vehicles.
- Fleet has expanded upon its initial tracking of on and off duty accidents within Smartsheet to capture the various contributing causes of accidents, weather and driving conditions, and driver distractions.
- Coordinating with 2nd Deputy Chief Grant Ha, the City's Law Department, and the General Services Department, to assist in the City's recovery of loss due to accidents that were deemed not-preventable by Department members.
- Conducting a thorough review of all in-car and body-worn camera video relating to accidents.
- Formation of a Crash Accountability Committee for Department vehicle crashes.
- Creation of a pilot program for a Collision Avoidance Warning System within our vehicles.
- Schedule delivery of (2) traffic simulators for the Department's Training Center.
- Coordinating with the City's General Services Department to assist in establishing a 10 year plan for our Department vehicles.
- Conducted a thorough and compressive audit and needs assessment of our Investigate vehicles.
- Deployment of (17) Investigative cars
- Deployment of (3) Passenger vans
- Deployment of (2) Americans with Disabilities Act (ADA) vans for transportation of detainees who require the use of a wheelchair.
- Planned Deployment of (54) fully marked SUV's.
- Planned Deployment of (60) semi marked SUV's.

- Requested funding for the repair for (6) of our Department's undercover vehicles.

2020 Key Improvement Goals:

- Create and maintain better record keeping of new vehicles that have been deployed, and vehicles that have been redeployed.
- Coordinate with the Detective Bureau to ensure efficiency and accountability for members utilizing the motor pool at headquarters.
- Evaluate industry standards and best practices for the deployment of our Department vehicles.

Resource Management

Improvement Plan

Reported by: Manager Donald Hollins

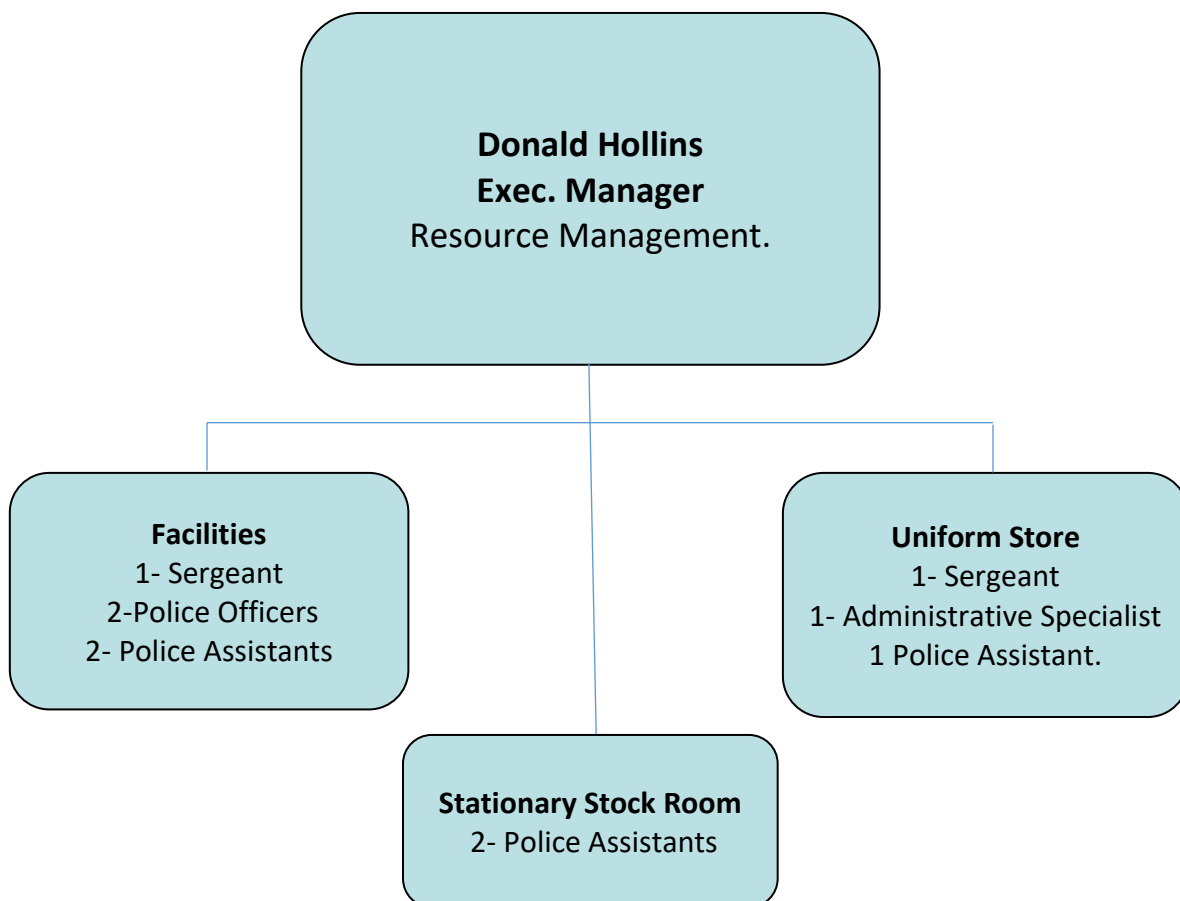


Resource Management

Location: 2785 W. Grand Blvd.

Coverage: Detroit Police Department facilities in the City of Detroit:

Hierarchy / Deployment



2020 Improvement Plan Narrative

Resource Management is the umbrella command that provides uniforms, office supplies, and facilities for the Detroit Police Department. These responsibilities are divided into several units within Resource Management; Facilities, Uniform Store, and the Stationary Stockroom. Facilities repair, upgrade, and maintain the Department's facilities for various department entities. The Uniform Store issues uniforms and equipment to new officers and civilians and assists current members who need their equipment replaced. Finally, the Stationary Stockroom catalogues office supplies and Department Forms, and also facilitates the ordering and dissemination of the requested supplies to the Department.

Manpower

Resource Management – (1) Executive Manager;
Facilities – (1) Sergeant, (2) Officers, and (2) Police Assistants,
Uniform Store – (1) Sergeant, (1) Administrative Specialist, and (1) Police Assistant,
Stationary Stock room – (2) Police Assistants.

Resource Management has the following goals for 2020:

- Submission of successful budget requests and capital improvement requests to City Budget.
- Partnering with the Detroit Building Authority (DBA) and City General Services Department (GSD) on larger capital improvement projects.
- Seek to convert part-time positions (Police Assistants) into full-time positions (Administrative Specialists).

Facilities has the following goals for 2020:

- Continue to bring DPD facilities into a state of good repair.
- Establish an in-house general contractor and other specialized services contracts.
- Acknowledge, enter, track, and inform end users of maintenance and repair requests.
- Continually seek input from end-users on upgrading facilities.

Uniform Store/Stationary Stockroom will seek the following goals for 2020:

- Establish a comprehensive body armor contract.
- Provide specialized commands with needed equipment in a timely manner.
- Improve office supply fill-rates by having adequate inventory on hand.

2019 Milestones & Successes

The following recaps our past year successes:

- April 2019 – completed lobby renovation and moved desk operations back to 3rd Precinct main level.
- June 2019 – completed public service desk area and moved public service desk operations back from the 4th Pct.
- July 2019 – completed renovations at the 10th Precinct; work included restricted entry (2), paint, flooring, and rear entrance.
- September 2019 – completed renovations at the 6th; work included restricted entry system, paint, flooring, exercise equipment, and a parking lot gate.

2020 Improvement Plan Narrative;

In an effort to increase the effectiveness of Resource Management the unit plans to make the following improvements during 2020:

Resource Management seeks to further enhance the delivery of services provided to members and entities of the Detroit Police Department. We also plan to reduce our procurement times by establishing contacts to reduce process time. Lastly, we plan to enhance the efficient delivery of police services to the community.

2020 Key Project Improvement Goals

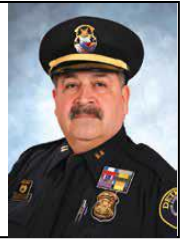
For 2020, our goals include the following projects:

- Purchase, build-out, and move occupants into the 1180 Oakman facility.
- Establish Real Time Crime Center's (RTCC) at the 8th and 9th Precincts.
- Expand Real Time Crime Center (RTCC) located at Detroit Public Safety Headquarters.
- Renovate the Administrative suite at 6050 Linwood (Training Center).
- Remediate / Renovate the Department Gun Range (Rouge Range).

Civil Rights Division

Improvement Plan

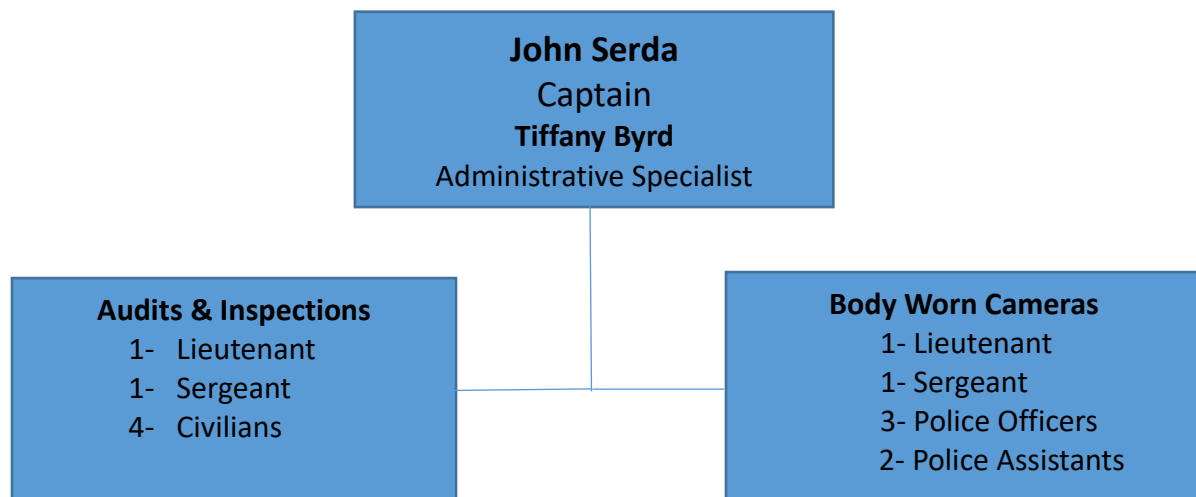
Reported by: Captain John Serda



Civil Rights Division

Location: 900 Merrill Plaisance

Hierarchy/Deployment:



CIVIL RIGHTS DIVISION

2020 Improvement Plan Narrative

The Civil Rights Division (CRD) of the Detroit Police Department (Department) is responsible for conducting audits and inspections to evaluate compliance with Department policy, local, state, and federal law to maximize officer safety and mitigate liability to the City of Detroit. This is accomplished by collecting statistical data and conducting comparative analysis. The CRD also confirms corrective action in response to identifying deficiencies, conducts training, and makes recommendations to improve operations and streamline processes.

- **Facilities:** The Civil Rights Division (CRD) is located at 900 Merrill Plaisance. We share the building with the Office of the Chief Investigator (OCI) and Records Management. The building was newly renovated in 2018. However, issues exist with water pressure and the bathroom(s) flooding. Further, controlling the temperature throughout the building, particularly in the bathroom(s), the inability to lock the gate(s) to secure city vehicles in the parking lot(s), windows cracking, and difficulty viewing the front door from the desk in the lobby are also issues reported to Facilities Management. Finally, a locker-room with bathroom(s) in the basement, security cameras, and a video doorbell have been requested to accommodate the number of employees housed at this location and increase the safety of personnel in the building.
- **Vehicles:** A total of six (6) vehicles are assigned to the Civil Rights Division including one (1) 2018 Chevrolet Impala assigned to Captain Serda, and a pool of four (4) 2004 Chevy Impalas and one (1) 2015 Ford Fusion utilized by staff. The 2004 Chevy Impalas frequently require maintenance for mechanical difficulties.
- **Staffing:** One (1) Sergeant and One (1) Senior Performance and Compliance Analyst retired from our staff in 2019. Further, one (1) Police Assistant (PA) is assigned out indefinitely, and since the deployment of more Body Worn Cameras (BWC) and Conducted Energy Weapons (CEWs) in 2018, one (1) Police Officer has been assigned in to assist with the increased demand in viewing video footage to confirm compliance with Department policy.

The Senior position was recently filled by an employee previously assigned as a Performance and Compliance Analyst (creating a vacancy at that position). Further, a sergeant, currently on restricted duty, has been assigned in to assist with the workload until that vacancy is filled permanently.

Still, three (3) members assigned to the Civil Rights Division have expressed an interest in retiring. Accordingly, requests have been submitted to fill the aforementioned vacancies, and permanently assign another P.O. and P.A. as soon as possible to maximize the effectiveness and efficiency of the command, facilitate cross-training, and take advantage of the experience and expertise of those nearing retirement.

Importantly, the City of Detroit Police Department was subject to two (2) Consent Decrees involving Conditions of Confinement and Use of Force from July 2003 to March 2016. All members assigned to the CRD are Subject Matter Experts (SMEs) as it relates to the Consent Decree(s) facilitating “Checks and Balances” to Constitutional Policing.

2020 On-going Successes / Strategies

- The Civil Rights Division conducts monthly and quarterly audits and inspections including, but not limited to:
 - Buccal Swab,
 - Body Worn Camera (BWC) Usage,
 - CEW/Taser usage,
 - Equipment Inspections
- We also facilitate Single Purpose and Environmental Audits/Inspections. The following were conducted in 2019:
 - Vending Machine/Flower Fund Audit
 - Impound Audit
 - Safe Audit
 - BWC Inspections of the Twelfth Precinct and Specialized Commands within Organized Crime and the Metropolitan Division
 - Environmental Audits of the Sixth and Ninth Precincts
- Updates to Department policy as the result of the aforementioned audits/inspections are forthcoming (e.g., DPD Manual Directive 403.6: Vending/Flower Funds).
- We will continue providing command accountability statistical data for Compstat.
- The CRD strives to set the example and has established high standards/expectations of both sworn and non-sworn personnel assigned to the command. Monthly and Quarterly Inspections are conducted in-house to confirm we too comport with Department policy; Staff Meetings (which double as our Designated Training Days) are scheduled monthly; a *Readiness Committee* was created for our facility which has resulted in lights being installed in the Auxiliary Parking Lot and on Palmer Park Serv. Dr./Joe Abdella PL, installation of Fire Extinguishers, a First Aid Kit, Fire Inspection(s), Evacuation Drill(s), and an Automated External Defibrillator (AED) being requested.

Further, the building participates in a recycling program and CRD had its first ever Bi-Annual Roundtable Discussion with Force Investigations, Legal Affairs/Labor Relations, Risk Management, Identification, and Investigative Operations in 2019.

Finally, members assigned to CRD Chair various Department Committees including the Committee on Race and Equality (CORE), Crash Accountability Committee (CAC), and Emergency Operations Planning Committee (EOPC) in order to stay in the know and help facilitate positive change.

2020 Key Improvement Goals

CRD's 2020 Vision includes, but is not limited to:

- Updating Department Policy to Promote Continuity regarding Buccal Swabs.
- Incorporating Teletypes and Training Directives involving Use of Force Incidents into Department Policy.
- Updating documents and developing electronic forms in the Management Awareness System (MAS) to "Go Green (paperless)" to the extent possible; this will be environmentally friendly, improve the legibility, accessibility, and efficiency of processing reports (e.g., CEW/Taser Tracking Forms, Category 3 and 4 Use of Force Reports).
- Continuing Bi-Annual CRD Roundtable Discussions, but adding Planning, Research, and Deployment, the Training Center, Detroit Detention Center (DDC), Office of the Chief Investigator (OCI), and Disciplinary Administration to work more cooperatively (and less independently) with each other. This is anticipated to enable us to share information, more readily identify trends/patterns, be more proactive, take advantage of Department resources, potentially reduce liability to the City of Detroit, and reduce Citizen Complaints and the need for Corrective/Disciplinary Action.
- Utilizing BWC footage and the Records Management System (RMS) to develop a "Lessons Learned Series;" training videos can be posted in the Training Video Library on the Department Intranet.
- Improving the Efficiency of Processing Sustained Citizen Complaint Reports (CCRs), Accessibility, and the ability to Account for the Status of Corrective Action. The CRD intends to work smarter and not harder in 2020; we currently collect hardcopies of sustained CCRs from OCI for review, then hand-deliver same to Disciplinary Administration. However, we are working with the Office of Support Operations to create a SmartSheet to capture pertinent information.
- Renewing our focus on Employee Health and Wellness to holistically improve their mental and physical health, work productivity, and morale.
- Meeting with Compliance Liaison Officers (CLOs), Corporals, and Administrative Supervisors from each Police Precinct and Downtown Services (DTS) quarterly (or more often as necessary) to improve report writing based on deficiencies and well written reports.

Detroit Detention Center

Improvement Plan

Reported by: Captain Debbie Abdur-Rasheed

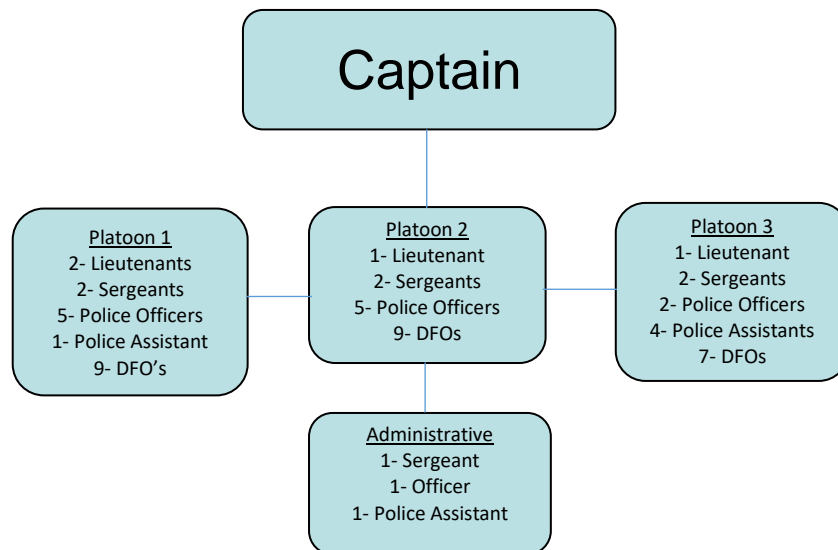


DETROIT DETENTION CENTER

Location: 17601 Mound Road

Coverage: City Wide

Hierarchy / Deployment:



2020 Improvement Plan Narrative

- **Facilities:** The Detroit Detention Center (DDC) is the only holding facility for the Detroit Police Department (DPD). All DPD arrests made in the City of Detroit as well as arrests made in the city by Wayne State Police, Detroit Transit Authority or made in Wayne County by the State Police can also be housed at the DDC. The DDC processed 20,462 detainees in 2019, an increase of more than 2,500 over 2018. Records show an increase in arrests even though reported crime in most categories is down. This is most likely due to increased enforcement in the areas of warrant pickups and traffic enforcement.
- **Vehicles:** The DDC received one new Americans with Disability Act (ADA) compliant van equipped with a wheelchair lift. This van is available for City-Wide use, but is primarily assigned to the DDC and is permanently parked and maintained.
- **Manpower:** Has been a huge struggle at the DDC we have a total budgeted number of 77 and our actual number presently is 64 sworn and civilians assigned to the DDC permanently. Based on our needs at the DDC, we are presently requesting an increase in our budgeted personnel by 13 positions, which would bringing our new total to 79. This would require us to fill the current 13 vacancies and add two additional hires between sworn and civilian staff. After the increase in personnel, DDC staffing would break down as follows: Lieutenants = 3, Sergeants= 8, Police Officers =16, Police Assistants 18, Senior Detention Officer = 5 and Detention Officers 27, Office Management Assistant =1 and Captain = 1 for a total of 79.

2020 On-going Successes/Strategies:

- **Detainee Tracking**

Software updates and increased competence with the Jail Management System (JMS) at the DDC has contributed to decreased detainee booking times to generally 10 minutes or less within arrival at the DDC. On occasion, there are unforeseen issues which may delay the process, but this we work through. These delays may include, but are not limited to, arrest report errors (wrong charge or name errors), network errors, OWI related arrests, contraband located after the booking process started, or name candidate issues by Data Quality within RMS. When these issues occur, DDC staff assists the arresting officers with corrections and/or reinstruction when necessary.

Successful arrest time tracking and timely processing of detainees at the DDC continues to be one of the pillars that the DDC was built on. The DDC staff is in constant communication with the Precinct Detective Units (PDU) as well as Specialized Units and the Court staff to ensure that all detainees are processed within Departmental mandates and the law.

- DDC/MDOC Inter Agency Agreement
The Detroit Police Department and the Michigan Department of Corrections finalized a new five year contract in July of 2019.
The agreement allowed for surplus monies to be used for improvements to the facility. We can also terminate the agreement prior to the end for the five year contract without penalty if the agreed notification time is utilized.
- Detainee Health Care
The continued availability of 24 hour health care while in Building 500 has eliminated the need for detainees to be transported to the hospital for medication verification. In the event that a detainee needs medical attention beyond what can be provided to them at the DDC, transport to the hospital is done by DDC personnel (DDC 99) whenever possible. This greatly reduces the amount of times that a response unit needs to be called for medical transport. We also hope to improve in this area with our manpower increase where we can have two prisoner transport units on each shift to assist with outside agency pickups and hospital runs for detainees already being housed at the DDC.
- DDC Personnel Swipe CardsIn 2019, all DDC personnel assigned permanently to the DDC were issued access cards to be able to gain independent access to the front door of the building.
- DDC Civilian In-Service TrainingCivilians at the DDC are assigned to mandatory In-service training. This training includes: JMS operation, LEIN, CPR/AED, prisoner searches, customer service, as well as any other training deemed necessary to increase efficiency at the DDC.

2020 Key Improvement Goals

- Increasing DDC manpower to decrease detainee processing time into the DDC to a constant 10 minutes if no issues exist.
- Working with 36th District Court and 34th District Court to ensure detainee attorney representation is implemented and maintained to ensure state compliance.
- Install video equipment in Building 100 Administration Office so DPD can attend court to ensure all court information is retrieved and properly inputted in DPD JMS for the entire department.
- There needs to be additional gun boxes installed in Building 100. There should be a minimum of thirty gun boxes in the room designated for lock boxes. There are currently 19 lock boxes in the “Gun Room”. Ten are inoperable because we were never provided keys for them. Of the nine that are operable, only six currently have lock and keys that are working. Additionally, there are 13 gun lockers in the front lobby; eight are currently working. This number needs to be increased to fifteen with functioning locks and keys.

- A minimum of two hand gun lockers need to be installed inside the bubble. There should be ten handgun lockers on the second floor for DDC administrative staff as well as the sworn personnel assigned to the Identification Section.
- A security assessment needs to be completed on this facility. The exterior needs to be hardened to prevent a vehicle from driving into our front lobby. Parking bollards, concrete flower pots, or something needs to be installed to prevent a vehicular assault.
- There is no audible emergency alarm inside Building 500 or Building 100. The only way MDOC can alert DPD of a large fight or of an attempted takeover is for the MDOC to contact us on the phone and we have no way of immediate notification to Building 500 that something's gone wrong in Building 100. This needs to be addressed during the above security assessment.

Communications

Improvement Plan

Reported by: Commander Melissa Gardner

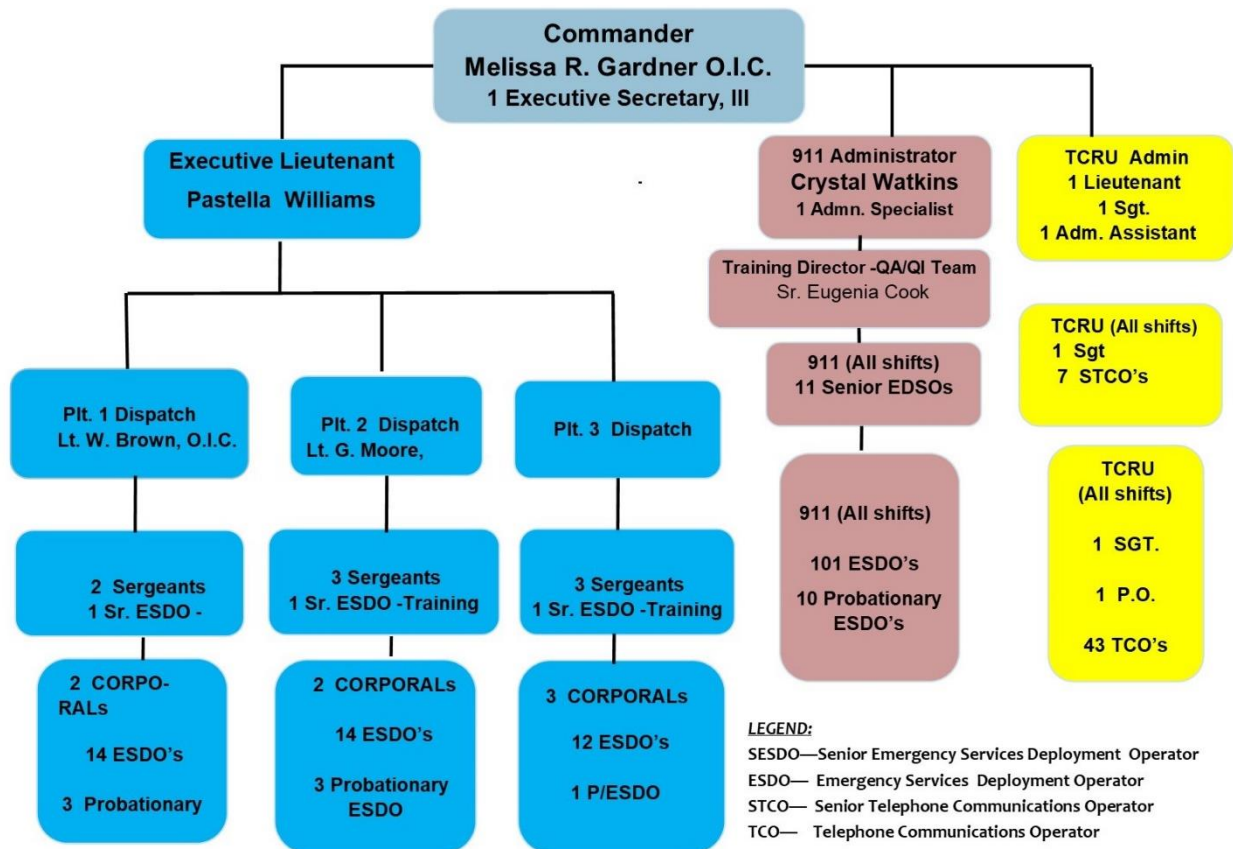


Communications Operations

Hierarchy/Deployment:

Location: 13331 Lyndon

COMMUNICATION OPERATIONS ORGANIZATION CHART



2020 Communications Improvement Plan Narrative

- **Facilities:** To install status monitoring lights at the cubicles for our Emergency Service Deployment Operators (ESDO) that will alert supervision when a member is requesting assistance and allow an EMS dispatcher to identify which call takers are on medical calls or a general 911 call for service.
- **Vehicles:** The fleet of Communications Operations includes a total of two Black Chevy Impalas. We currently are not in need of additional vehicles.
- **Staffing Levels:** Communications Operations currently has a total of 146 ESDOs and seven Police Corporals assisting and facilitating the civilian dispatch training and support process. We currently have eight Senior Emergency Service Deployment Operators and we are budgeted for twelve. With the assistance of Human Resources we are in the process of promoting an additional four Senior Emergency Service Deployment Operators. The hiring and training continues so we can meet the challenges of attrition and we are working toward a stabilization in our numbers of trained and dedicated employees.

2020 On-going Successes/Strategies

- Effective January 15, 2020, the 911 supervisors began taking 911 calls when three or more calls for service were in a holding pattern, preventing any additional 911 calls from entering into the voice prompt.
- The transition of the Telephone Crime Reporting Unit has been completed and they are currently operating out of the Lyndon Facility. This site may also be utilized and an emergency “back-up” site for Communications in case of any critical incidents to the city or downtown area.
- Introduce “Gabbing with Gardner” which allows members to meet with the Commander to discuss ongoing issues and concerns.
- The development of the Gemba Board. The Gemba Board was developed to provide supervision, and the ESDOs assigned to call taking their daily progress at a glance, and discuss ways of improving, and to provide kudos.
 - The Gemba Board monitors the following:
 1. Abandoned Call Rates should be 5% or less.
 2. To answer call within ten (10) seconds, should be 90% or better.
 3. To answer call within twenty (20) seconds, which should be 95% or better.
 4. The longest call waiting should be 2 minutes or less.
 5. The percentage (%) of Call Takers or in Ready Mode should be 60% or better and the percentage of Call takers on break should be 25% or less.

- The Emergency 9-1-1 Call taker Tableau was developed to provide supervision, and/or call takers with statistical numbers to show their progress/or lack of, by providing statistical numbers for each call taker, call takers as a platoon, and overall call takers as a whole. This process also assists in completing a more accurate Performance Review which is required bi-annually. Tableau allows first line supervision the ability to observe ESDO performance by providing a percentage on the amount of time spent on break, in call ready mode, on lunch, not ready mode, and other. Tableau statistics also provides information regarding their efficiency compared to their team members.
- Maintaining the National Emergency Number Association standard of 90 percent of calls answered within 20 seconds during our busiest hour.
- Obtain Accreditation by maintaining a 90% score or higher for three consecutive months to obtain accreditation with Emergency Medical Dispatch (EMD) Professional Questioning/Answering (PRO-QA) protocol.
- The development of the Emergency Medical Dispatch (EMD) Professional Questioning/Answering (PRO-QA), Quality Assurance/Quality Improvement (QA/QI) Team, and Peer to Peer (P2P) to assist call takers in all areas of call taking, Police, Medical, and/or Fire.
- QA/QI Team will continue to provide peer to peer training where members will receive individual one on one training and live tethering, which provides immediate feedback on what is consistent with policy and procedures and what is outside of the guidelines of the Cardiac Arrest protocol.
- Continued monthly mandatory training days for Dispatchers and 911 Call takers to inform and educate everyone all on DPD Manuals, Directives and Training Bulletins.
- Implement a robust tracking system that not only defines when a call for service goes beyond a 30 minute response time, but provides a more detailed explanation for not meeting the goal.
- Provide more supervisory training to allow for professional growth.
- We will continue to boost morale by recognizing and awarding Challenge Coins and Certificates to employees for exemplary performance and service.
- As a public service entity, we will continue to inform and educate the community regarding any new policies, practices and procedures for emergency services. We will also continue our recruiting outreach efforts to assist with attracting new talent to our command.

2020 Key Improvement Goals

Our 2020 Key Improvement Goals include the following:

- Hiring an Executive Manager to assist with day to day operations
- Meet accreditation standards with an error rate of less than 10 percent of Medical calls failing to meet accreditation.
- Ensure all members receive more training opportunities to improve work efficiency and customer service and as well as build morale.
- Reduce sick time abuse through better attendance controls.
- Cross-train members on dispatching and call taking.
- Allow Telecommunicators the opportunity to be cross-trained in call taking and offer out-of-class pay, therefore allowing growth within the agency and the opportunity to work in different capacities.
- Implement Ready Ops, where there would be the ability to provide text, electronic mail, and a phone call notification simultaneously to all members within the Department that need to be made aware of any important or critical incidents within the City of Detroit.
- Implement ten hour shifts to all ESDOs, which would improve morale by allowing them to receive more days off, have consistency and knowledge of their leave days for a full year, and provide more ESDO's on each platoon along with the overlapping of shifts.

Technical Services

Improvement Plan

Reported by: Director Art Thompson



Technical Services

Location: 1301 Third St.

13331 Lyndon

2020 Improvement Plan Narrative

- **Facilities:** The Technical Services Bureau / DoIT Public Safety and Cyber Security are currently working out of two locations: 4th floor of the Detroit Public Safety Headquarters and at 13331 Lyndon.
- **Vehicles:** Seven (7) vehicles assigned.
- **Personnel:** The Technical Services Bureau is in the process of replacing sworn members with civilian employees to be hired by the City of Detroit Innovation and Technology Department. Currently, there is a total of one (1) Sergeant and four (4) police officers assigned to Technical Services Bureau. There are a total of thirty-eight (38) employees assigned to DoIT Public Safety and Cyber Security.

2020 On-going Successes / Strategies

- Technical Services has made the Detroit Police Department (DPD) mobile by providing secure access to network resources by enabling officers on the street to conduct lineups, draft and print search warrants, and query law enforcement databases. Also, we have made DPD interoperable by connecting DPD radio systems to all surrounding departments, and connecting them to DPD. We have deployed over two thousand (2,000) re-designed radio patrol templates allowing interoperability, the distribution of tablets to members in the field, deployment of mobile printers, electronic tickets and subpoenas. Finally, we are getting DPD ready for the future by laying the technological and physical foundation for new CAD, RMS, dispatch center, and real time crime center, by upgrading buildings, servers, networks, security, and end devices.
- Purchasing one hundred twenty (120) new 2020 Ford Pursuit Explorers, which should arrive at the up fitter in January, and should be deployed by March or April.
- Constructing the 11th 800 Mhz radio tower at the Rackham Golf Course.

- Citizen Band (CB) patrol will be adding a 3rd tower at the Denby radio site to improve coverage on the eastside.
- Traffic Corridor Project- deploying License Plate Readers.
- Improved Precinct Building Security- adding more cameras and door readers.
- Printer Refresh: removed sixty-nine (69) Xerox copiers from Public Safety entities and replaced them with one hundred-forty-three (143) Cannon copiers.
- Help Desk: Answered an average of one hundred ninety (190) telephone calls for service per week, not including off hour calls. An average of two hundred (200) tickets are closed weekly.
- Desktop: Prioritizing refreshes and inventory integrity. This fiscal year we've refreshed approximately three hundred fifteen (315) desktop machines. We've also run reconciliations using cross comparisons between Absolute, Cherwell, SCCM, and our Smartsheet inventory.

2020 Key Improvement Goals

Our 2020 Key Improvement Goals include the following:

- Improve officer efficiency and increase police transparency through technology.
- Implement wireless management of cell modems in public safety vehicles thus increasing device reliability and eliminating the need to pull vehicles off the road to work on the devices. Firmware updates, configurations changes and data usage monitoring will be done centrally rather than by calling vehicles in for service.
- Train and assign prep radios to probationary police officers.
- Move forward with a single hardware platform of laptops and desktop computers by proactively purchasing machines and educating customers in existing features. It will reduce cost and increase efficiency of deployments and support in the future.
- Expand our help desk support team.
- Continue hiring and training new employees to fill positions at Desktop Support, Mobility Support, Network Administration and Cyber Security Teams to assemble the best technical team possible to achieve a smoother transition to complete the task in 2020.
- Continue to stay proactive and informed of the ever changing technology environment as it relates to public safety (Police, Fire and EMS) as well as employee safety.

Professional Education & Training

Improvement Plan

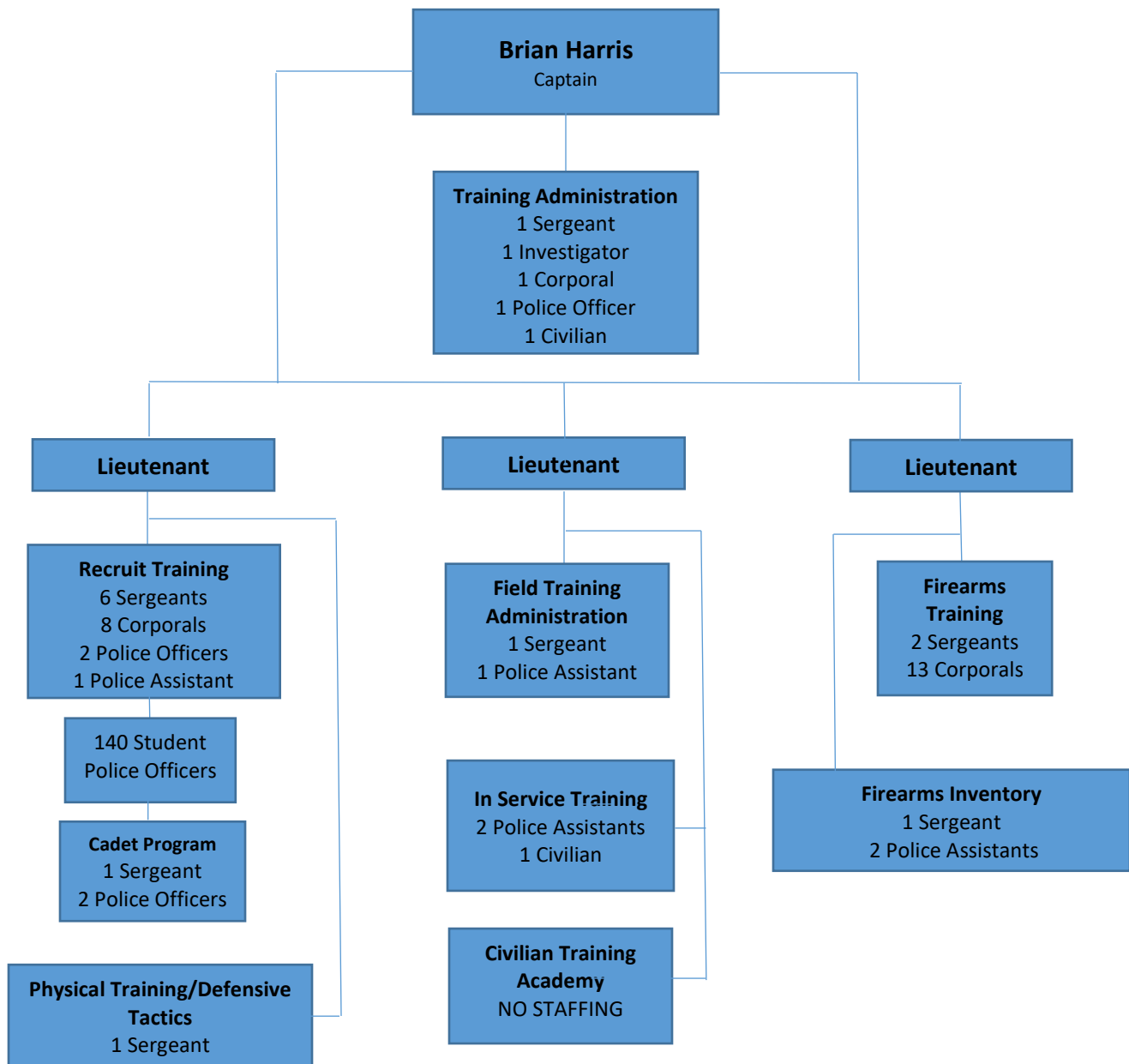
Reported by: Captain Brian Harris



Professional Education & Training Division

Location: 6050 Linwood

Hierarchy / Deployment:



2020 Improvement Plan Narrative

- **Facilities:** The Training Center and Firearms Training Unit has some plumbing issues, in need of painting, ceiling tiles replacement and masonry repair. Along with new furniture (table and chairs) for class rooms. Investment in technological infrastructure of the facilities will deliver instruction with a 21st century focus that bridges the digital divide of the multi-generational workforce that comprises the department.
Firearms Inventory Unit (FIU) continues the data entry of department equipment in the electronic inventory control system to account for, validate, and secure department equipment. We are currently in the process to identify, design, and build-out a permanent facility for the storage, repair, and issuance of firearms, ammunition, gas masks, Tasers, and chemical agents. Additionally, the department is transitioning from a generation two (2) Smith and Wesson M&P 40 to the generation three (3) Smith and Wesson M&P 9 mm.
- **Personnel:** Currently, Professional Education and Training (PET) has projected and anticipates a manpower shortage in the near future due to retirements and transfers. PET is aggressively recruiting with the department and implementing succession planning, which includes cross trained functional teams and utilizing adjunct instructors to fill the anticipated manpower shortage.
- **Training:** Student police officers in Basic Recruit Training utilize vehicles during Emergency Vehicle Operation that are the same make, model and equipment as field deployed during their patrol operations function. Additionally, PET is evaluating Virtual Academy programs to deliver in-service training utilizing computer based training to minimize the impact on commands manpower allocation by having training conducted at the members' parent command. PET has also taken delivery of driving simulators to enhance in-service and recruit training by placing members in realistic control scenario based training that induces stress inoculation to build members cognitive behavior to effectively operate in high stress and rapidly evolving situations.

2020 On-going Successes / Strategies

- **Field Training Program (FTP):** The Field Training Program, Memorandum of Understanding (MOU), Policy Directive, and Standard Operating Procedure (SOP) have all been revised to ensure a manageable cohesive program that is actionable to train Probationary Police Officers (PPO).
- **Serve then Protect, (Community Service Program):** PET has implemented the "Serve then Protect" community service requirement for every recruit class. We have continued to build upon this program and require that each recruit class participate in no less than (2) community service events. These classes have benefited tremendously with working within the community. For some recruits this is their first experience and have decided to continue donating their time after graduating to help the various organizations.

- **Scenario Based Training Area:** The western portion of the second floor in the Training Center has been reconstructed and transformed into a tactical training area. The area is for scenario based training for active shooter responses, armed robbery of businesses, and room clearing tactics.
- **Firearms Inventory Unit (FIU):** The Firearms Inventory Unit (FIU) members are conducting inventory of department armories through inspecting, repairing, replacing, and issuing shotguns, rifles, and ammunition.

2020 Key Improvement Goals

- The mission of Professional Education and Training is to continually improve the quality of training to address the current needs, concerns, and issues of an ever-changing society with ever-evolving expectations of the law enforcement professionals that serve the citizens of Detroit. Moving forward, to increase training in the areas of tactics, terrorism, marijuana laws and individuals with mental illness.

Administrative Operations

Improvement Plan

Reported by: Director Trisha Stein

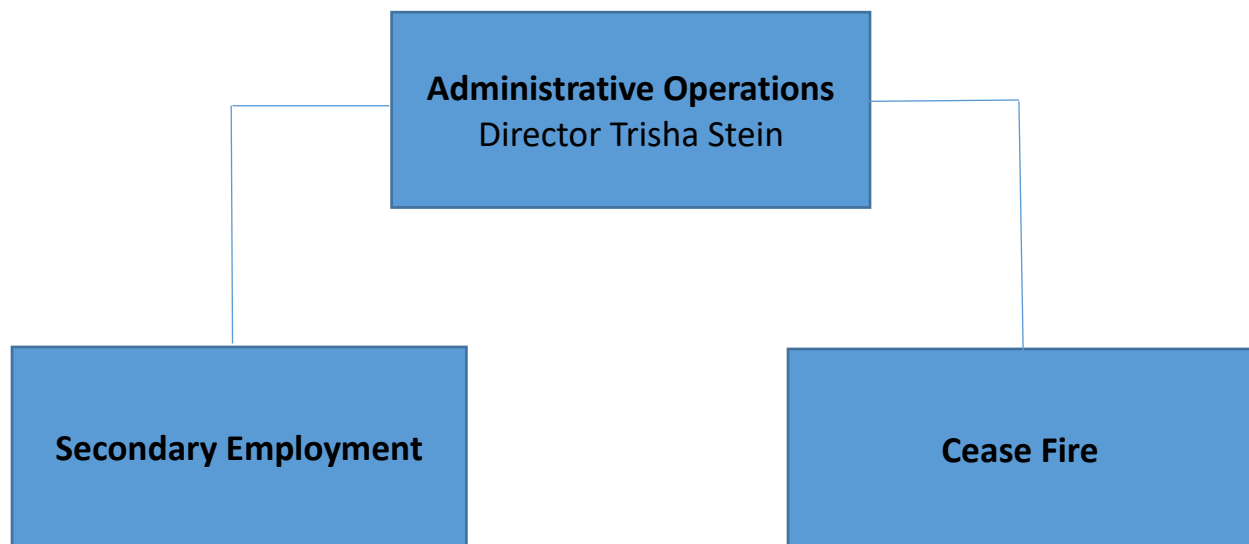


Administrative Operations

Location: 1301 Third St.

Hierarchy / Deployment:

Visual representation



Secondary Employment

2020 Improvement Plan Narrative

For 2020, Secondary Employment has identified three areas of improvement. The areas include enhancement of the Secondary Employment SmartSheet for tracking billing, a Secondary Sign-Up Kiosk for improved onboarding experience, and increased job site inspections.

- **Facilities:** The Secondary Employment Unit is located on the 7th floor of the Detroit Police Safety Headquarters building. There are no facility-related concerns to report.
- **Manpower:** Additional manpower is recommended to accommodate program growth. Therefore, a manpower request has been submitted, and additional staff is anticipated within the first quarter of 2020.

2020 On-going Success / Strategies

- As a result of recruitment efforts in 2019, which included Secondary Employment presentations and recruitment events, 97 members signed up for Secondary Employment.
- Secondary Employment approved and assigned Probationary Police Officers and Police Assistants to work Secondary Employment jobs. The participation of both has increased the program's overall job fill rate.
- In 2019, Secondary Employment implemented the use of Body Worn Cameras for officers to use while working Secondary jobs. This improvement allows the Detroit Police Department to continue with its efforts to incorporate checks and balances into the Secondary Employment Program, which protect both officers and the citizens who the officers working Secondary Employment may interact with.
- Secondary Employment Unit currently has 37 vehicles assigned for use, of which (51%) are 2-5 years old.

2020 Key Improvement Goals

In 2020, Secondary Employment identified four goals for improvement:

- To implement the off-duty management system with Rollkall Technologies which includes ACH (Direct Deposit) payment capabilities.

- To streamline our onboarding process for businesses and officers who request to participate in the program.
- To continue to increase Secondary Employment job site inspections to ensure businesses participating in the program receive the best possible service and to offer support to officers.
- To increase officer participation growth by 10% with continued recruitment efforts department-wide.

CEASEFIRE

2020 Improvement Plan Narrative

In 2020, Ceasefire Detroit will continue its focus on expansion and operational improvements. The program will expand enforcement, services, and outreach capacity across all DPD Precincts. Additionally, the program will continue to make improvements in the area of intelligence and analysis, through an improved coordinated approach that incorporates GunStat, FIT, Detroit One, Project Safe Neighborhoods, and NIBIN efforts. For example, link and social network analysis will be performed on NIBIN leads to build out groups and establish connections between incidents and individuals. Finally, Ceasefire will add additional capacity for supporting job readiness and employment through a partnership with Detroit at Work.

- **Vehicles:** In 2019, 8 new vehicles were deployed to Ceasefire units.
- **Manpower:** There are currently no manpower issues affecting Ceasefire operations.

2020 On-going Successes / Strategies

- Ceasefire Detroit has made the City of Detroit safer by helping to reduce violent crime—there has been a 4% decrease City-wide in Part I violent crime compared to 2018. In addition, there has been 22% increase in the confirmation of gang- or group-involved incidents and a 33% increase in gun-related arrests compared to 2018. Similarly, the non-fatal shooting closure rate in Ceasefire precincts is 13% higher than in non-Ceasefire precincts. Additionally, since Detroit's Ceasefire program was reset in 2015 there has been a substantial reduction in combined homicides and nonfatal shootings citywide, 26% when comparing 2015 to 2019. Ceasefire has also strengthened its partnership with Federal law enforcement, including process improvements to the Detroit One list. This year, Ceasefire's federal partners accepted 70 gun offenders for federal prosecution and adopted 46 cases. As of December 17th, 40 gang-affiliated defendants received federal indictments.

- This progress was achieved by implementing Ceasefire in an additional precinct in January 2019 (2nd precinct), and increasing focus on high-impact offenders within target groups. This year, 134 individuals attended a Ceasefire call-in, a 46% increase from 2018. Additionally, the Street Outreach team provided services to 90 individuals, registering 46 Call-in attendees and 36 referrals as new members of Ceasefire services. The Outreach team also continues to support the Brotherhood and Sisterhood high school mentorship programs for at-risk youth.

2020 Key Improvement Goals

- Ceasefire Detroit will complete its expansion to all DPD precincts in January 2020.
- Ceasefire will continue to expand the skillset of Ceasefire Crime Analysts and increase coordination with other DPD focused-deterrence gun violence reduction efforts.
- Ceasefire Street Outreach will continue to build relationships with community stakeholders, increasing their presence at City Council meetings and similar events.
- Ceasefire will streamline partnerships with agencies such as Detroit at Work to facilitate long-term solutions for Ceasefire members and victims of violence.

Human Resources Bureau

Improvement Plan

Reported by: Director Dr. Marcella Anderson

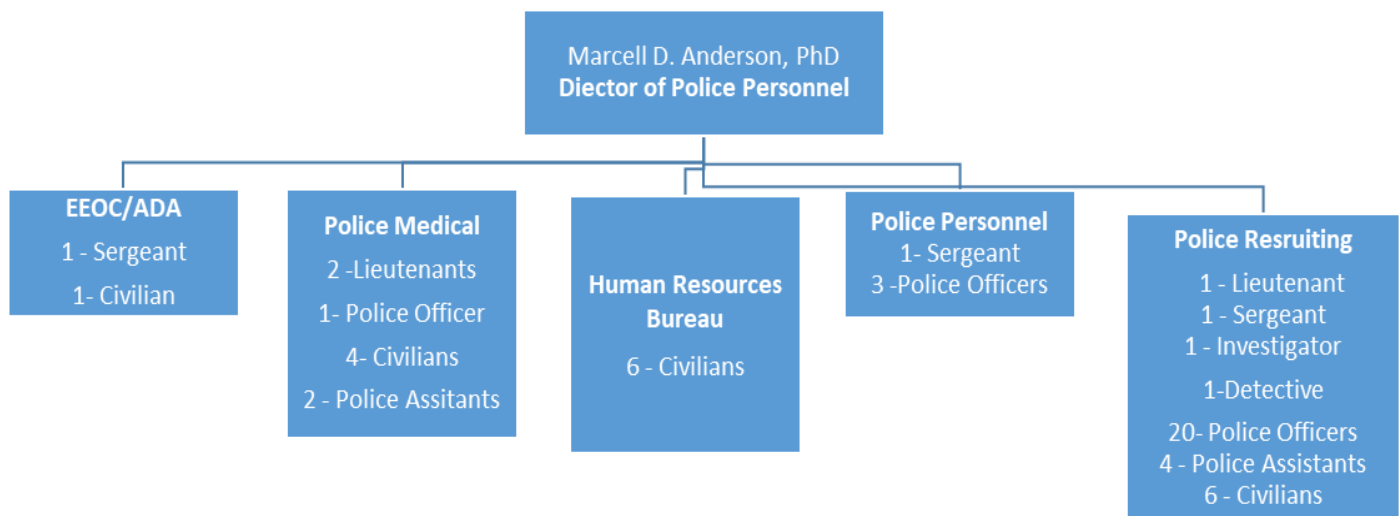


Human Resources Bureau

Location: 1301 Third, Suite 659-S, Detroit MI 48226

Hierarchy / Deployment:

Visual representation



2020 Improvement Plan Narrative

- **Facilities:** The Human Resources Bureau (HRB) is housed within the Public Safety Headquarters (DPSH) which is a relatively refashioned building. The facility is in compliance with the Americans with Disabilities Act. In accordance with the Americans Disability Act of 1990 as amended (ADA) the department will continue to provide reasonable accommodations on a case by case basis for employees. Additionally, the HRB works closely with the Detroit Building Authority and Building Management to ensure continual accessibility to those injured, disabled or requiring assistance. The HRB is seeking larger office cubicles' to enhance privacy for staff and members. Additionally, the HRB is seeking two (2) (1-Personnel & 1-Medical) extra-large capacity shredders. The shredders are critical to proper disposal of sensitive documents.
- **Vehicles:** Fleet Management designated 5 Vehicles for the Human Resources Bureau. The HR Director has one (1) 2015 Ford Focus. Police Recruiting has (2) vehicles, (1) Black 2004 Chevy Impala and (1) 2009 Chevy Impala. Police medical has 2 vehicles, (1) 2007 Ford Crown Vitoria and (1) 2009 Chevy Impala. The older vehicles require frequent maintenance; newer vehicles will ensure the safety of staff and allow them to arrive at their destination without any mechanical difficulties.
- **Personnel:** The civilianization of positions within the department allowed the HRB to attract and retain civilian staff with knowledge and expertise in crime Intel, forensics, planning, research and communications. Civilianization increased the agencies efficiency and cost-effectiveness.

2020 On-going Successes / Strategies

- The HRB conducted Family Medical Leave Act (FMLA) and Restricted Duty audits within Police Medical. The audit results revealed trends in FMLA and sick time usage throughout the Department. The results of the audit will result in changes to the review and approval process for the granting of FMLA to ensure consistent treatment of employees and implementing a means to track FMLA use. Police Medical hosted a series of health clinics; this theme will continue. The HRB will continue to provide employee-centered programs that will further assist in enhancing employee health and wellness.
- Through its recruitment efforts, the HRB continues to recruit men and women to the department. The addition of new recruits has an overall positive impact on staffing within the department. The DPD like many agencies across the country are confronted with hiring concerns such as compensation, risk management and generational challenges. Our recruiting team evolved the following strategies to contend with the above listed challenges; creation of the police service cadet program, reconditioning with an officer and mentorship. Additionally, a designated field recruiting team of

police officers daily goes into the community, where they focus on increasing awareness of opportunities available with the Detroit Police Department by interacting with possible candidates at high schools, job fairs, career events and college campuses. Recruiting is moving into 2020 with a robust media campaign targeting city of Detroit residence.

2020 Key Improvement Goals

- **HRB:** The staff of the HRB will continually strive to provide quality services to our members, potential applicants, citizens and other key stakeholders. We will continuously examine our processes, efforts and employ quality improvement efforts where necessary. Additionally, when feasible the HRB staff will participate in job specific training.
- **Recruiting:** Police Recruiting is works in tandem with Professional Education and Training on the Police Service Cadet program. Recruiting is also committed to provide one (1) academy class per month to Professional Education and Training.
- **Police Medical:** Police Medical would like to enhance services to members by working towards the implementation of electronic medical records, quarterly employee wellness seminars, continued on-site presence from TPA and annual Heart Health Screens for sworn members.
- **EEO:** Department-wide in-service EEO/ADA training initiative. Enhance EEO Power-point presentation for the LPAC/SPAC. Conduct Environmental Audits upon request from the Office of the Chief.

Professional Standards Bureau

Improvement Plan

Reported by: Director Christopher Graveline



Professional Standards Bureau

Location: 1301 Third St.

Coverage: City Wide

Hierarchy / Deployment:



PROFESIONAL STANDARDS BUREAU

Commander
Michael McGinnis

DISCIPLINARY ADMINISTRARION

Lieutenant Robert Torres

INTERNAL CONTROLS

Captain
Lena Liddell

FORCE INVESTIGATIONS

Lieutenant (TBD)

INTERNAL AFFAIRS

Lieutenant Jeffery Hahn

PROFESSIONAL STANDARDS BUREAU (PSB)

2020 Improvement Plan Narrative

The Professional Standards Bureau (PSB) consists of Internal Affairs (IA), Force Investigation (FI), and Disciplinary Administration. A major change in 2019 was the appointment of a civilian director over PSB. Chief Craig wanted to hire a former prosecutor to run PSB for some time. In 2019, Chief Craig hired Christopher Graveline, a former Wayne County Prosecutor and Assistant United States Attorney, to lead PSB. By having an outside perspective, Chief Craig seeks to bring increased rigor to the PSB process.

Similar to what is happening throughout the Detroit Police Department (DPD), major advancements have been implemented to the Records Management System (RMS) for these three units. In 2019, IA and FI began the research and discussion for utilizing a new module in the RMS, which will aid in the tracking of cases and consolidating databases.

- **Facilities:** All units are housed in Detroit Public Safety Headquarters, which provides an outstanding work environment and convenience to meet the Organization's needs. There is a need to build out offices for the Commander and Director in order to ensure privacy in conversations touching upon sensitive material, investigations and discipline.
- **Vehicles:** The vehicle fleet has been upgraded as of the second half of 2019. Improvement Plans, On-going Successes/Strategies and Improvement Goals for all three entities are listed below.
- **Personnel:** Limited staffing (due to promotions, transfers, and retirement) are concerns throughout the PSB. We are actively seeking new members to fulfill our staffing goals.

Internal Affairs:

- **Internal Affairs:** Internal Affairs (IA) is charged with the prevention, discovery and investigation of criminal and serious misconduct allegations against Department members and DPD civilian employees. Additionally, certain criminal allegations against on-duty City of Detroit employees and matters deemed appropriate by the Office of the Chief of Police are investigated by IA. The plan of improvement is to ensure the cases handled by IA meet the established criteria, and to redirect those cases outside the aforementioned criteria to the appropriate resources. This will maximize the time spent on cases that effect the integrity and reputation of this organization and the City of Detroit.
- **Unit Status:** There were one hundred sixty (160) new cases assigned in 2019, which was five (5) more than the previous year (2018). In 2019, there were eighty-eight (98) Preliminary Investigations, which is ten (10) more than the previous year (2018). The IA cases are due to be closed in ninety (90) days or less unless there are special circumstances.

- **Facilities:** Internal Affairs is located in the Detroit Public Safety Headquarters. This is an adequate facility for the current operation. There is a need for a conference table in order to facilitate unit meetings.
- **Personnel:** IA has (1) Lieutenant, (1) civilian and (15) DPD members of the rank of Sergeant or Detective; all of whom have various investigative and administrative duties. IA anticipates losing several experienced members due to promotions. Due to the time needed to train an efficient IA member, the goal is to secure four (4) additional team members prior to April 2020.

Force Investigation:

- **Force Investigation:** The mission of the DPD's Force Investigation unit is to conduct fair, impartial, and professional reviews of use of force incidents involving sworn DPD officers. An improper use of authority and/or excessive or unjustified use of force undermines the legitimacy of an officer's authority and hinders the department's ability to provide effective law enforcement services to the community. Use of force is only authorized when it is objectively reasonable and for a lawful purpose.
- **Unit Status:** FI assigned (37) new cases and closed (23) cases in 2019. FI is currently seeking a suitable replacement for the lieutenant position to fill the vacancy at FI. FI currently has seven (7) sergeants whom are dedicated to investigating and completing Administrative Reviews of critical force incidents. The members do an excellent job of reviewing incidents and identifying violations.
- **Facilities:** Force Investigation is located in the Detroit Public Safety Headquarters. This is an adequate facility for the current operation.
- **Personnel:** Force Investigation staffing level is currently at seven (7) sergeants; however, there are twelve (12) budgeted sergeant positions. A request for additional manpower has been submitted and once received, it would significantly improve the efficiency and turn-around time of FI cases.
- **Training:** The Director of PSB conducts "Constitutional Law" training on a weekly basis for the mandatory annual 40-Hour block of In-service training.

Disciplinary Administration:

- **Disciplinary Administration** – The mission of Disciplinary Administration is to assure the public that the Detroit Police Department is committed to addressing unprofessional conduct committed by its sworn members and to prevent the furtherance of such conduct. Disciplinary Administration maintains records, recommends and adjudicates appeals of corrective action in accordance with Departmental policy and contractual obligations. In doing so, Disciplinary Administration provides an impartial and ethical review of all Detroit Police

Department sustained misconduct investigations to assure that its sworn members are in compliance, and operate in accordance, with the manual and the policies of the Detroit Police Department.

In 2019, as of the date of this report Disciplinary Administration prepared 514 Notices of Discipline for 457 misconduct reports that warranted corrective disciplinary action.

The Disciplinary Administration Unit is ultimately responsible for the administration of the disciplinary process.

- **Facilities:** Disciplinary Administration is located at the Detroit Public Safety Headquarters (DPSH), 1301 Third, Suite 746A. Disciplinary Administration conducts hearings on the preselected days of the week and has secured a space in one (1) designated conference room at DPSH.
- **Vehicles:** Disciplinary Administration has two vehicles assigned to its fleet. Both are 2004 Impalas with well over 100K miles. These vehicles are frequently being sent in for repairs, most of which are of a repeat nature (i.e. slipping transmission, overheating, battery drain, power steering failure etc.). A request for newer vehicles has been submitted to Fleet Management.
- **Personnel:** Disciplinary Administration currently has one (1) lieutenant, two (2) sergeants, three (3) police officers and three (3) civilians. Staffing is adequate at this time.

2020 On-going Successes / Strategies

Internal Affairs closed one hundred and thirty-three (133) cases in 2019. To improve and increase efficiency, IA has initiated the following steps:

- Re-assigning cases to alternate detectives with lesser caseloads.
- Conducting regular case reviews.
- Revamping the tracking system for case progress.
- Assessing and implementing efficient time management practices, as well as utilizing strategic overtime to address case load.
- Utilizing strategic training and training courses to increase the knowledge and skill set of the investigators.
- Networking and brainstorming with inner and outside agencies for new ideas, to ensure best police practices are being utilized.

Force Investigation will implement the following in order to either reduce or eliminate pending issues:

- In 2019, Force Investigation continued its effort to improve data tracking by improving spreadsheets so that analysis of Category One Force Incidents are documented and maintained more efficiently.

- Cases pending for excessive amounts of time due to a delay at the prosecutor's office has been a constant concern. However, regularly scheduled meetings and frequent calls for updates are continuous to emphasize the importance of their attention to this issue, and FI has strengthened the relationship through communication with the WCPO to expedite processes. There are currently four (4) cases being held at WCPO.

Disciplinary Administration went from handling 344 misconduct reports and preparing 514 Notices of Discipline in 2018 to handling 457 misconduct reports and preparing 529 Notices of Discipline in 2019. With an increased work load, and changes in personnel (due to retirements, resignations and reassignments) throughout 2019, the members assigned to Disciplinary Administration continue to put forth an exceptional effort to carry out the mission.

2020 Key Improvement Goals

Internal Affairs:

- Ensuring cases that meet the IA criteria are closed within the Ninety (90) day timeframe.
- Improve citizen [customers] relations, increase Internal Affairs team building and confidence, secure new Internal Affairs talent, and actively seek feedback.
- Reinforce case management priorities via the use of individual monthly case reviews, bi-weekly meetings and daily briefings to stay current, while identifying problems and issues and encouraging positive brain storming sessions.
- Meet twice each quarter with the Wayne County Prosecutors for updates and to discuss the information needed to affect pending cases, thereby enhancing the partnership.
- Ensure personnel acquire enhanced training.
- Improve the communication between IA and other Department entities with applicable updates to ensure the efficiency of command and bureau operations

The members of IA are a team of professional and dedicated officers working diligently to ensure that fair and impartial investigations are being conducted for the citizens and visitors of the city of Detroit.

Force Investigation's goal for 2020 is to continue to improve timely resolutions of our investigations. In order to increase our efficiency, regular meetings and training sessions were held to articulate the expectations of the investigative process.

Disciplinary Administration's goal for 2020 is to continue to review all misconduct reports forwarded to its command and prepare the appropriate disciplinary charges in a timely manner. Disciplinary Administration will continue to develop good relationships with the commands and bureaus to ensure that corrective action occurs in a timely manner.