

DPD'S NEW RISK MANAGEMENT PROCESS

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Chief of Police



BACKGROUND – DPD’S RISK MANAGEMENT SYSTEM

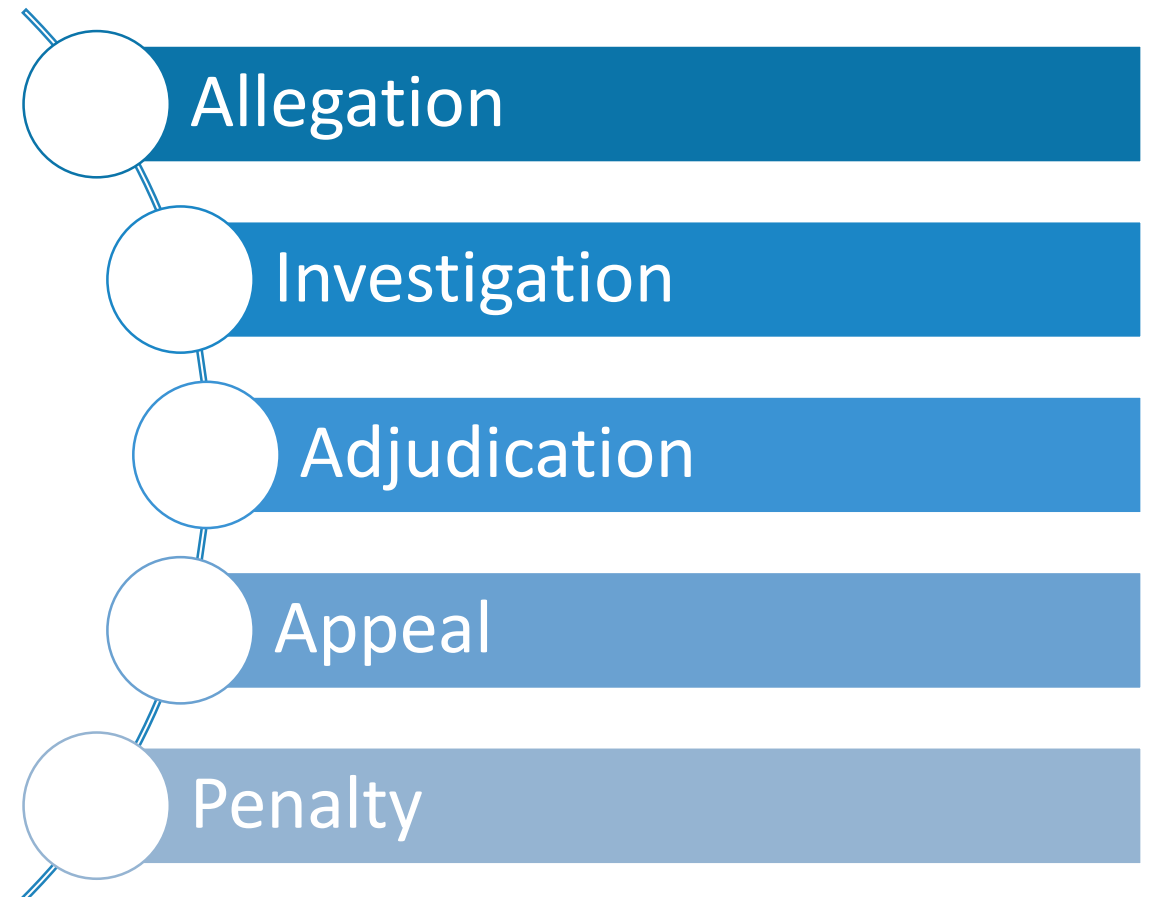
- The Detroit Police Department (DPD) made its first major investment in “Early Intervention System” back in (approximately) 2004. This system -- known as the Interim Management Awareness System or “IMAS” – served as a placeholder repository system for certain key events.
- In 2008, the DPD transitioned to its current Management Awareness System (MAS), which has served as a repository of “high risk” events. At the time of its inception, MAS was a state-of-the-art system that helped move the DPD out of its Consent Judgment.
- There were, however, drawbacks to the system. First, for a long time following implementation, there was an insufficient data pool to establish proper standards. The Department selected “arbitrary” standards as there was nothing else to use.
- Second, full management of all MAS data took a considerable amount of personnel and often resulted in duplication of efforts. High-level managers and investigative staff did not have an effective transparency portal by which to “spot” high-risk trends.
- Third, the system lacked modern analytics, which meant that often low-level or middle managers had to use their intuition on how to properly address a particular series of at-risk behavior. There was little, if any, “predictive analysis” based on all factors germane to risk.

BACKGROUND – DPD’S DISCIPLINARY PROCESS

- The DPD has been using, more or less, the same system disciplinary system coupled with the same disciplinary “mindset” for approximately 50 years!

Traditionally, the focus of the disciplinary process has been whether the officer is guilty or innocent of a specific allegation.

The disciplinary process lacked a holistic approach to dealing with the risk a particular officer posed to the organization or City’s residents and business stakeholders.

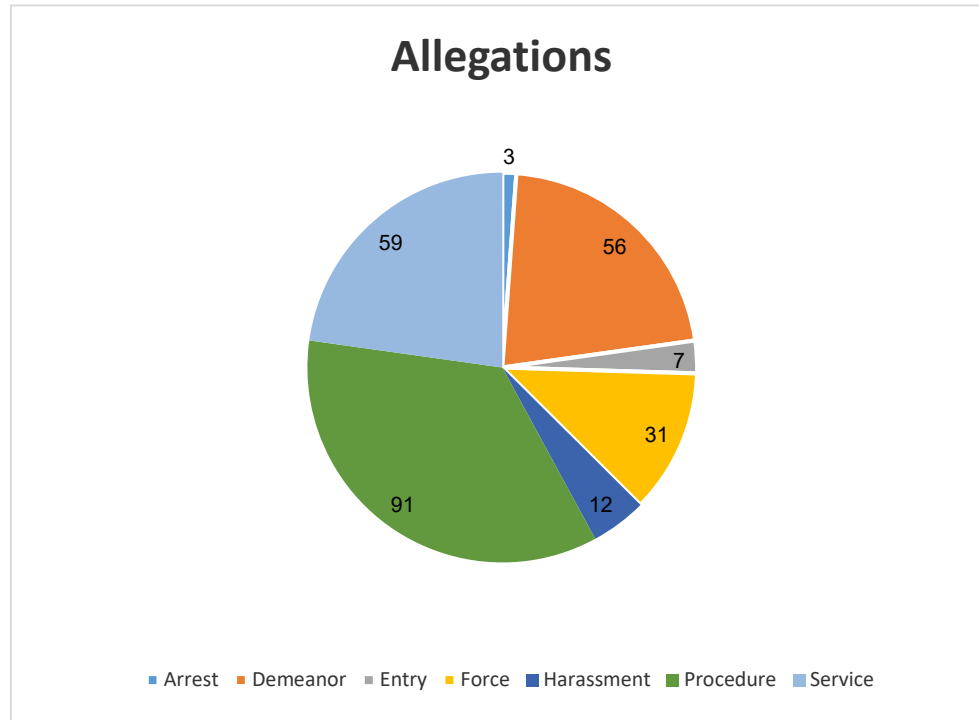


RECENT EVENTS

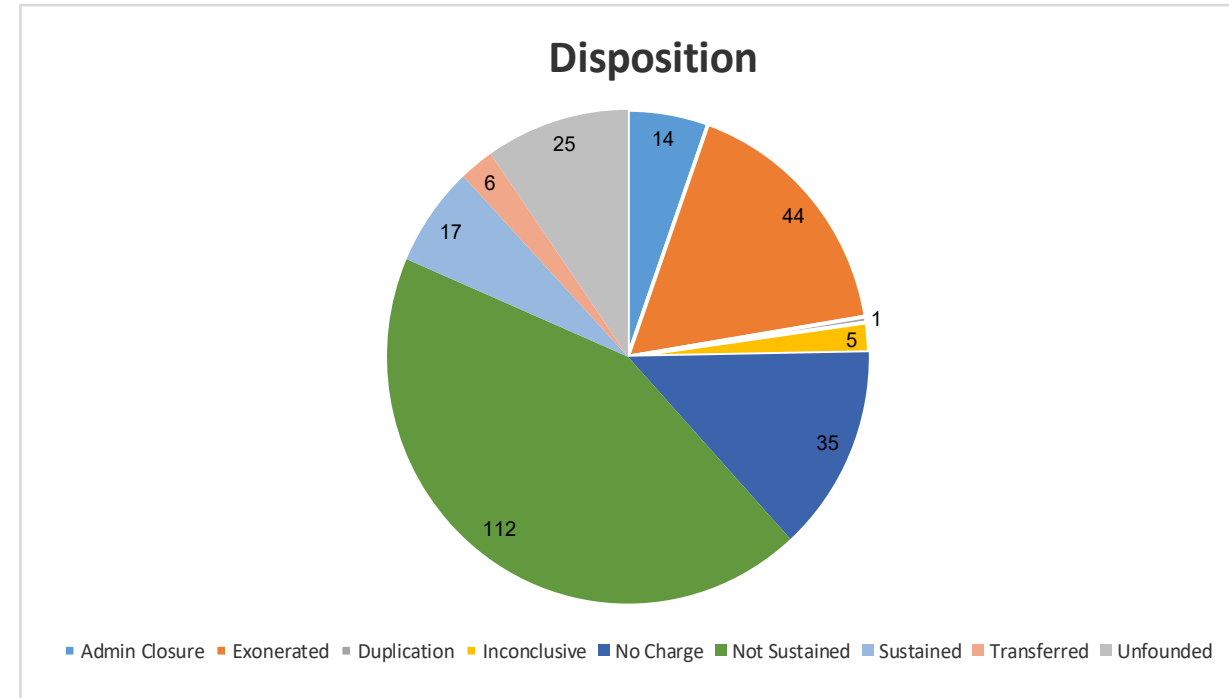
- In conjunction with various requests submitted under Michigan's Freedom of Information Act, the DPD conducted a review of a number of M.A.S. profiles.
- While there were legal measures the City may have taken to prevent release of this information, in accordance with its commitment to transparency, the City released the FOIA-requested materials.
- This was done in the interests of transparency, as well as the City's ongoing desire to cooperate with the media in its very important role of reporting facts related to government operations.
- The profiles that were released contained information relative to the number of the complaints that had been lodged against certain members of the Department.
- The Department observed concerning trends within the data sets. For example, one member of the DPD had 85 citizen complaints containing a total of 259 allegations. In addition, the member had an extensive disciplinary trail, albeit some of the cases were dismissed.

HISTORICAL DATA

Citizen Complaints

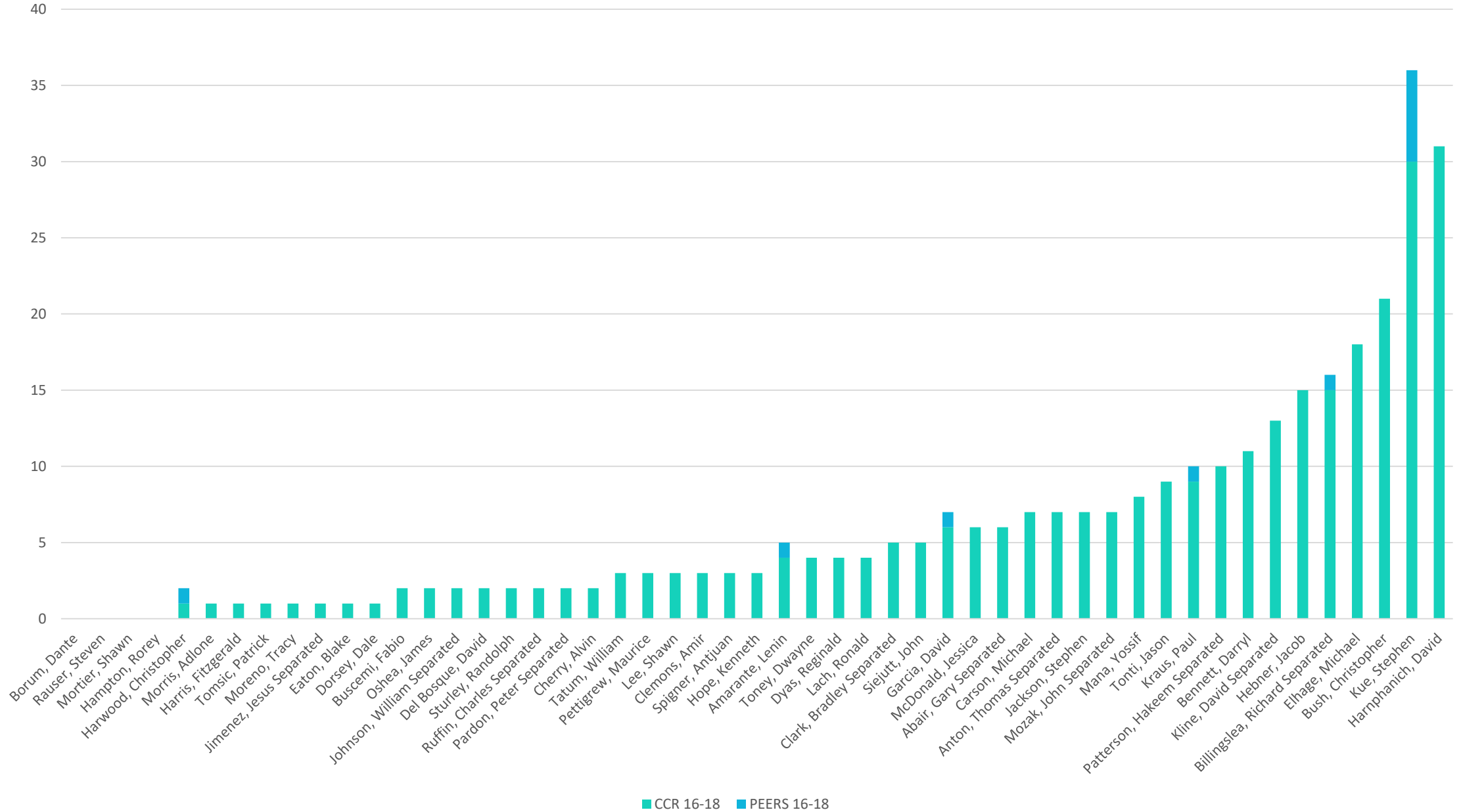


Dispositions



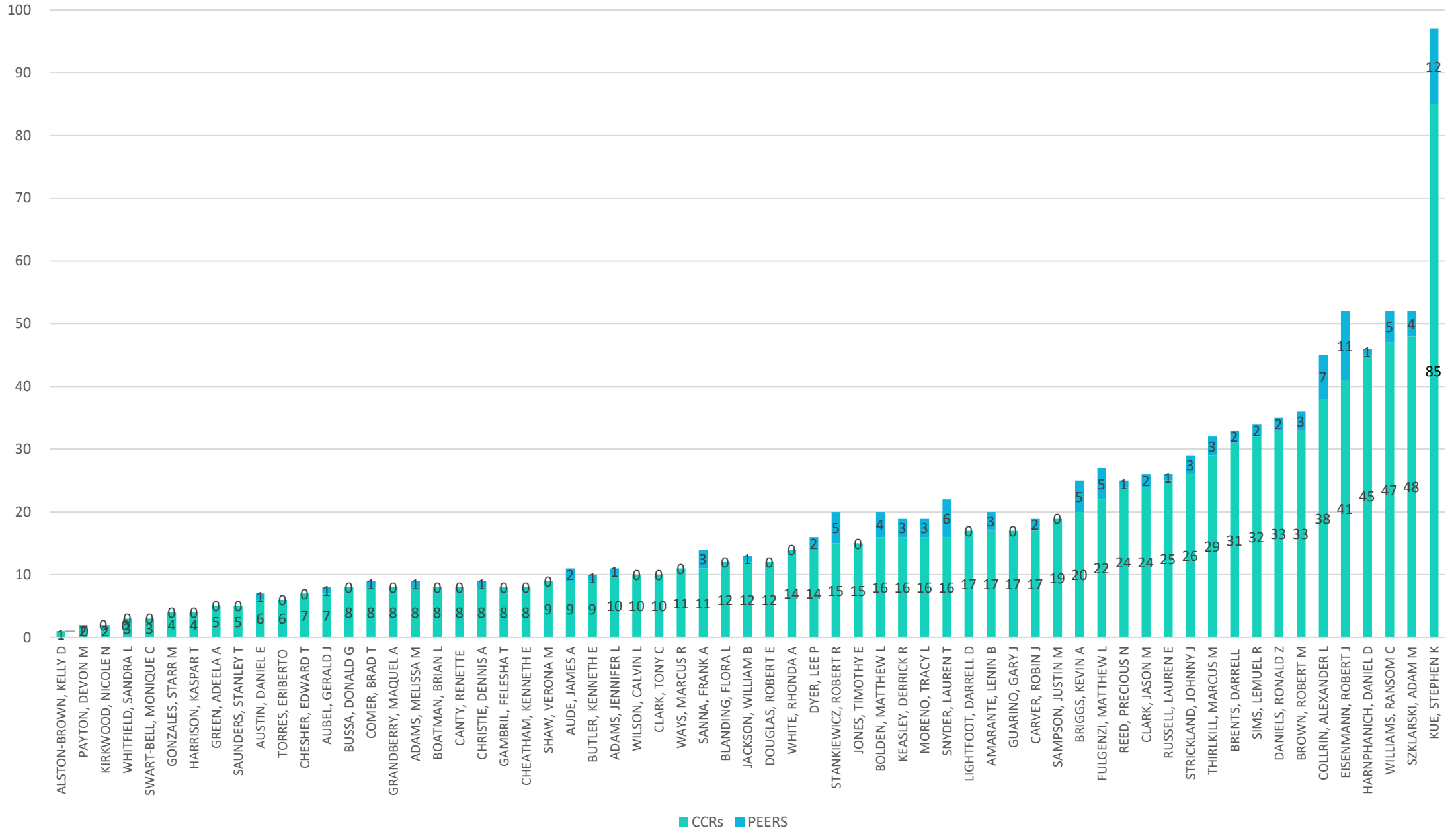
COMPARISON

Citizen Complaints and PEERS for members assigned to Platoon 4 / Special Operations in 2016, 2017 and 2018



COMPARISON

Citizen Complaints and PEERS for members with a seniority date between September 26, 2007 and July 11, 2008



DPD'S NEW RISK MANAGEMENT STRATEGY

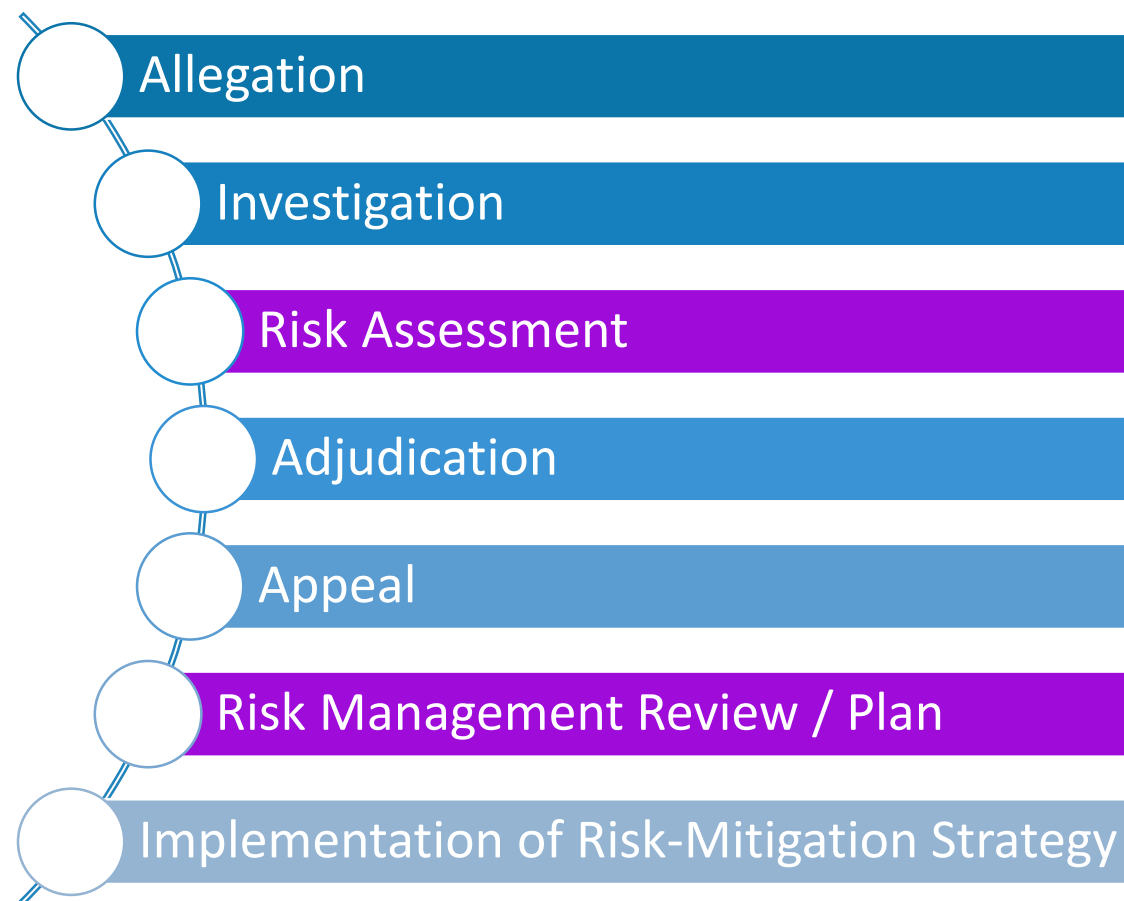
DPD's Risk Management Unit	Investment in New Technology	Staffing	DEI Manager	Disciplinary Administration	Amassing Complaints
<ul style="list-style-type: none">• The DPD's Risk Management Section will be headed by a lieutenant.• The Risk Management Section will be a direct report to the Chief of Police.• The DPD will hire a risk manager for the DPD.	<ul style="list-style-type: none">• The DPD will be investing in its Management Awareness System.• A Request for Information (RFI) is being submitted. This will give the Department the opportunity to learn about the latest technology.	<ul style="list-style-type: none">• The DPD will hire a civilian risk manager to ensure a diverse sworn-civilian makeup.• The purpose is to ensure a diverse experience set.	<ul style="list-style-type: none">• The DPD will hire a Diversity, Equity, and Inclusion Manager.• This manager will be required to conduct audits and evaluations of the DPD's policies and practices to ensure principles of equity and inclusion are being properly represented.	<ul style="list-style-type: none">• Disciplinary Administration will no longer report to the Professional Standards Bureau. The Unit will report to the Chief's Office.• The day-to-day operations will be headed by a lieutenant, who report to the DPD's Legal Advisor.• DPD command officers will no longer be permitted to anticipate an arbitrator's ruling on any disciplinary matter.	<ul style="list-style-type: none">• DPD will begin taking disciplinary action against officers who unnecessarily amass complaints.• The theories by which officers will be disciplined includes Conduct Unbecoming an officer and Incompetence.

DPD'S NEW RISK MANAGEMENT PLAN

- The DPD's new risk management strategy will include a post-investigation risk assessment of the officer that will include a comprehensive review of all risk-related events (citizen complaints, use of force, etc.)

The post-investigation risk assessment conducted by the Department will help inform the Chief's designee when administering discipline.

Following adjudication (and appeal, if applicable), the Department will administer a disciplinary penalty. With the exception of dismissal cases, the Department will also implement a risk-mitigation plan for the officer that may include reassignment, training, mentoring, counseling, or other corrective measures.



Questions