

February 8, 2022

Mayor Karl Dean & Mr. Dwight Lewis
Policing Policy Commission Co-Chairs
c/o Metropolitan Mayor's Office
One Public Square
Nashville, TN 37201

Dear Mayor Dean & Mr. Lewis:

I am today forwarding to you the final response of the MNPDP to the Policing Policy Commission recommendations. As you will recall, I accepted the Commission's report in January of 2021 along with the challenge of the opportunity to implement its recommendations, or to provide greater clarity as to how the MNPDP is already addressing certain issues contained in the report. In the year that has passed, the MNPDP has made substantial improvements in a number of areas. As a result, community engagement has strengthened, overall crime is down, and community confidence continues to improve.

Although this is the final response to the report, by no means is the work of the MNPDP in relation to the recommendations final. The thoughtful Commission report contains recommendations for long term and lasting changes to how Nashville is policed, and how the MNPDP interacts with all we serve. I remain committed to the path forward in all aspects of building trust and legitimacy across all of Nashville's neighborhoods with the goal of enhancing public safety week to week, month to month, and year to year.

Soon after my appointment as Chief of Police, I established three core pillars for the MNPDP:

- Precision Policing
- Community Engagement
- Organizational Excellence

My commitment to these principles is unwavering and will guide the MNPDP in all its endeavors.

I thank you, gentlemen, for your public service and pride in our great city. Likewise, I am grateful to all commission members for their commitment to making Nashville an even safer place and helping the MNPDP better serve all of our communities.

Sincerely,

John C. Drake
Chief of Police

Enclosure (MNPDP Response to Recommendations)

Item 1: Require training of all officers on strategies that promote neighborhoods' abilities to control the behavior of members and groups in their own communities, a concept sociologists refer to as "collective efficacy;"

MNPD Response: Currently, the MNPD has eight Community Engagement Teams who have received training in Community Engagement Strategies. This training includes education on collective efficacy and strategies for building collective efficacy in a community. Those teams are documenting "events" that are occurring in specific areas within the MNPD jurisdiction that are specifically designed to build collective efficacy. The MNPD is also providing Community Engagement Training to Patrol Supervisors and Master Patrol Officers. This training also includes education on the concept of collective efficacy. The MNPD plans to implement the "Zone Officer Challenge" in the first quarter of 2022. This program will include training for patrol officers in community engagement and techniques for building collective efficacy in a small, defined area of the community to which they are assigned.

As of 11/08/21, approximately 235 members have received training on collective efficacy. This training is still taking place.

Item 2: Adopt a model of problem-oriented community policing in areas with the highest arrest rates in order to work with neighborhoods to identify and address their public safety priorities.

MNPD Response: The ideals and integrity of the women and men of the Metropolitan Nashville Police Department define the tenet of Organizational Excellence, the first principal pillar that grounds and guides the department. Through the dedication and compassion embodied by all personnel, the department shall then best effect Community Engagement, the second principal pillar that nourishes and flourishes the department's relationship with the very communities and citizens that they strive to serve and protect every day. Through this synergy of Organizational Excellence and Community Engagement, such a harmony allows the third principal pillar of Precision Policing to truly thrive. By utilizing Precision Policing, which embraces neighborhood corroboration to better employ concerted crime-and-disorder prevention, the resulting decreased crime and increased transparency shall refine and redefine modern-day policing.

The MNPD defines Precision Policing accordingly:

Precision Policing—*Precision Policing* is a principle of community-focused organization that embraces the values of local culture, history, environment, and geography in a twofold effort to embrace neighborhood policing and better employ focused crime-and-disorder prevention with the aid of integrative analysis. The twofold results of this community-conscious principle that minimizes community disruption shall be to decrease crime and increase transparency.

To this end and new beginning, the department uses frequent community meetings to engage the public, get feedback, and receive input in an effort to be

constantly innovative all law-enforcement endeavors. The efficiency and proficiency brought about by this effective communication and concerted compassion with the community has led to a 10% reduction in crime for 2021 as a result of Precision Policing.

Item 3: Provide opportunities for police officers to interact with youth in community settings and in non-enforcement contexts

MNPD Response: Each summer the MNPD SROs host Summer Youth Camps in which the program services over 600 middle school-aged students. This consists of six separate day camps with approximately 100 students per camp. Campers are provided a breakfast and lunch, along with field trips to places like a wave pool, bounce houses, and local partner restaurants. Other events take place on school properties that includes educational sessions on making good decisions, carnival games, and team building activities. Unfortunately, this year the camp was cancelled due to the COVID-19 pandemic.

While the camp was cancelled, the MNPD SROs seized the opportunity to reach out to students during the summer break. SROs assisted with the Promising Scholar program by working in several of the MNPS schools over the summer. Additionally, a team of SROs took the time to visit elementary schools, day cares, and community centers to provide a carnival-type atmosphere for the students. The goal was to reach and positively influence as many students as possible in the community and built relationships with over 3,600 students, hundreds of MNPS staff, and community members.

Interactions ranged from high-fives and freeze pops to distributing snow cones. SROs utilized the Mounted Patrol Unit to assist and teach classes promoting safety involving strangers, guns, bikes, and other important information. The SROs took the time to educate the students on the role of police officers and how officers can work together with the community in a positive manner. Officers and the students received plenty of exercise as they danced and played games like dodgeball, kickball, and tug-of-war. As SROs made return visits to the locations, they were greeted by students remembering the SRO's names and what they taught them.

SROs are also equipped with a team of officers that utilize bikes as way to interact with the youth in our community. Several SROs work with outside agencies, like OASIS and Walk Bike Nashville to provide bikes to students and then help students learn how to properly care for their bike, as well as safe riding habits. The SROs can be seen riding those bikes in areas like Shelby Park and the Nashville greenways throughout the summer.

The SROs participate in several optional activities in their school communities to help deliver services to students. SROs are training in the Rites of Passage program, "Boyhood to Manhood," in which officers co-facilitate with other adults to lead small group discussions with students. SROs also assist with the MNPS First Time Drug

Offender program to help foster trust and understanding between the students as they navigate through the consequences of drug usage.

The SROs also support an annual Back 2 School Bash in which the SRO program collects donations and organizes area partners to distribute bookbags, school supplies, and general hygiene items to students that may be in need.

As school was out due to COVID-19 restrictions, SROs found themselves helping with food deliveries at different distribution sites. And when families were not mobile, they could be found making home deliveries to ensure families and children were fed.

With the help of the Tennessee Highway Patrol, MNPD is preparing to have all SROs trained as D.A.R.E. (Drug Abuse Resistance Education) certified instructors. With D.A.R.E., the MNPD will better serve students at all levels (elementary, middle, and high schools) by providing education, a learning environment, and community in which students everywhere are empowered to respect others and choose to live a life free from violence, substance abuse, and other dangerous behaviors. D.A.R.E. teaches children that popularity can be found in positive behavior, that belonging need not require them to abandon their values, that self-confidence and self-worth come from asserting themselves and resisting destructive temptations. D.A.R.E. provides a decision-making model that helps instill pro-social behaviors, important life skills, decision making skills, and skills in conflict resolution (<https://www.tn.gov/safety/tnhp/trainingctr/dare.html>).

D.A.R.E. is universally viewed as an internationally recognized model of community policing. The United States Department of justice has identified how D.A.R.E. benefits local communities (<https://www.tn.gov/safety/tnhp/trainingctr/dare.html>):

- D.A.R.E. humanizes the police: that is, young people can begin to relate to officers as people
- D.A.R.E. permits students to see officers in a helping role, not just an enforcement role
- D.A.R.E. opens lines of communication between law enforcement and youth
- D.A.R.E. Officers can serve as conduits to provide information beyond drug-related topics
- D.A.R.E. opens dialogue between the school, police, and parents to deal with other issues

Item 4: Provide trauma-informed, juvenile-oriented training for all officers annually;

MNPD Response: All SROs are trained in several courses as it relates to Juveniles and with Trauma Informed approaches:

- ACEs: Adverse Childhood Experiences. Understanding how adverse experiences impact development, family dynamics, and behaviors. This concept is used throughout the juvenile system, and the training will help identify potential ACEs that exist and how we can reduce the impact.

- Building Strong Brains: Reviews neurodevelopment for education and social engagement, and how ACEs impact these stages of development. Introduces ways for professionals to engage with youth.
- Trauma Informed Schools: Taught by MNPS' Dr. Mary Crnobori and discusses trauma-informed responses as well as de-escalation techniques for students in crisis.
- Autism Spectrum Disorder Training: Taught by MNPS' Ada Winford on recognizing and appropriately responding to children with autism.
- Youth Mental Health and First Aid Training: Taught by our MNPS partners, this training is designed to instruct how help an adolescent (age 12-18) who is experiencing a mental health or addictions challenge or is in crisis.

As a solution to providing trauma-informed, juvenile-oriented training for all officers annually, ACEs and Building Strong Brains can be part of annual in-service training via PowerDMS.

Item 5: Expand the use of School Resource Officers (SROs) with clear and consistent policies of the role of the SROs in the school system;

MNPD Response: All SROs must receive a Basic – School Resource Officer Certification through NASRO (National Association of School Resource Officers). NASRO is based upon a Triad Approach, one that the MNPD SRO Section has adopted, in which all three areas are equal in importance:

- a. Guest Speaker/Educator
- b. Mentor
- c. Law Enforcement

It is the teaching of the MNPD, as well as NASRO, that SROs are not disciplinarians and it is the sole responsibility of the school to determine disciplinary actions.

Item 6: Expand the use of conflict resolution, restorative justice, counseling, and other forms of intervention.

MNPD Response: The MNPD Office of Alternative Strategies is creating a juvenile diversion program which would essentially assess and evaluate the needs of a child, as well as family members, to ascertain the root issues surrounding problematic behavior. The program would then incorporate wraparound services that address not only the needs of the child but the entire family unit to create a more stable homelife and congruent behaviors.

Item 7: Identify and expand relationships that redirect traditional police work to methods that better serve particularly vulnerable populations within the community, including developing a co-response model in mental health crisis intervention. This should include

Crisis Intervention Teams (CIT) trained to be responsive to a range of ages and the continuum of needs and violence interrupter teams already in the community;

MNPD Response: The Crisis Intervention Team program is an endeavor wherein mental-health co-response units shall greatly enhance the department's effectiveness in handling Calls For Service pertaining to mental health and wellness. In a collaboration between the Metropolitan Nashville Police Department and the Mental Health Cooperative, these co-response units will respond to Calls For Service involving mental illness, suicidality, and overdoses with a co-response approach.

The goals of the program include improving access to care for those experiencing a behavioral health crisis, diverting consumers from the criminal justice system to the healthcare system, improving communication and coordination across systems of care and service providers, and improving safety for consumers, clinicians, and officers.

To achieve these goals, Master Level clinicians will ride with uniformed officers who have completed 40 hours of crisis intervention training. During a Call For Service, officers will stabilize a scene, allowing the clinician to access, evaluate, and refer the consumer to most appropriate care needed. Officers participating in the program will complete MNPD Form 087 after each Call For Service when acting as the Crisis Intervention Team so that the results can be tracked and the effectiveness of the program can be gauged.

The Community Engagement Teams of the MNPD shall also be greatly beneficial in identifying the needs of the community and responding appropriately.

The Metropolitan Nashville Police Department was established to serve and safeguard the city and its communities, and the Community Engagement Teams were created to nourish and bolster the ties that bind the police to the very people that they protect.

These ties that bind make up a rich, complicated relationship that has ebbed and flowed in goodwill throughout the years between the local guardians and those they guard. Yet the responsibility and practice of enforcing laws within and upon a community can understandably place a great strain on this invaluable relationship; a relationship that is cultivated and sustained through trust.

In recent years, this existing strain has led to enmity, especially among economically distressed communities, consequently impacting the goodwill on which sustaining trust is fostered. The greatest, most meaningful goal of the MNPD is to perform their duties in service promoting trust, and the Community Engagement Teams shall be the extending arm of this aim.

To that well-meaning end and new beginning, teams of officers, each led by a Sergeant, shall work full time, endeavoring to revitalize trust and craft concerted, compassionate connections with communities throughout the county.

Generally, Community Engagement Teams shall address the community's distrust and even adversarial atmosphere by building relationships that promote effective communication; relationships that shall consequently develop trust and create a safer environment for both the police and the community. Moreover, the team shall strive to inspire the youth of the community by providing positive examples of character and leadership that will inspire them in turn. Suitably, the team shall create specialized solutions to generalized community issues.

Specifically, Community Engagement Teams shall walk through the neighborhoods, immersing themselves in the community and directly engaging with its residents. The teams will also undertake beautification projects such as painting basketball courts and building or rebuilding playgrounds to instill a sense of ownership and pride in the residents for their community. From tutoring projects that encourage reading to clothing donations and more besides, engaged support shall abound.

The fast-paced, call-to-call nature of patrol can limit the ability to foster focused, long-term community relations, but the employees of the Community Engagement Teams shall know the residents' names, values, and personal histories, and the employees' names and characters shall be known by the residents in kind. Through this rapport, the teams can effectively ask the community the hard and important questions and listen intently to even the hardest of answers.

The Community Engagement Teams will recognize that, as with all complex and deeply rooted social issues, the endeavor of turning back the tide of negative perception and mistrust lacks quick fixes and shall not be easy. No widespread change ever is, and (re)building trust will take time. Yet through the Community Engagement Teams' efforts, the highest hope is to diminish crime, increase quality of life, and forge a rich, twofold relationship with all of Nashville's communities; a relationship that not only survives, but thrives on mutual trust and safeguarded wellness.

Item 8: Develop and implement a coordinating entity that can, in partnership with various nonprofits, deliver the appropriate service response related to mental health, homelessness, domestic disputes, child services, youth referrals, youth engagement, and faith-based institutions

MNPD Response: Between the letter and the enforcement of the law, police officers can often exercise a reasonable measure of discretion in certain circumstances within their various calls for service, consequently incorporating and utilizing Alternative Policing Strategies. Within this reasonable measure of discretion, there should exist a reasonable measure of compassion and a heightened level of personalized regard in their problem-solving methods. Where once police officers would default to a fault and choose not to explore this latitude, such professional liberty is now a highly promoted avenue of action within law enforcement agencies. Alternative Policing Strategies that favor personalized solutions to generalized problems and seek alternate answers and avenues other than arrest demonstrate greater regard for the community and exemplify

the great discretion of compassion that all police should have toward the communities they serve. Therefore, in service to the express values and expressed needs of society, as well as the modern tenets of the Metropolitan Nashville Police Department—those of Organizational Excellence, Community Engagement, and Precision Policing—officers shall actively seek to exercise Alternative Policing Strategies in a variety of situations with a variety of individuals.

There are three broad classifications of calls wherein Alternative Policing Strategies should be given paramount regard, if feasible, and where officers will employ community-focused, citizen-conscious courses of action and personalized regard. This application should not be limited to offering resources of aid to best rectify the situation.

The first are in cases of mental-health incidents where the nature of the call stems not from explicit criminal motivations, but rather from the mental unwellness of those in question. In such situations, striving to address their well-being by offering and implementing all available services, particularly from the Crisis Intervention Teams, and other wellness-assistance options will be crucial to addressing the true source of the problem.

The second are in cases relating to circumstances of need such as displacement, panhandling, and even trespassing where the nature of the calls does not necessarily stem from active criminality, but rather from the lack of necessities. In such situations, officers' personal and general knowledge of need of the individuals can offer more compassionate, and consequently more effective methods of crime curtailment and citizen safeguarding, such as displacement shelters, donation programs, general provisioning, and other rendered services.

The third are in cases relating to low-level offenses, particularly minor offenses and misdemeanor crimes involving juveniles. The future of Nashville is writ on the hearts of the young, and tending to their welfare and growth in all regards is of the utmost significance. It is the aspiration for a Juvenile Diversion Assessment Center to be built for juveniles who are observed exhibiting criminal behaviors or committing low-level offences to be referred to the center for screenings and assessments. The center will help determine the underlying causes of such behaviors and actions—whether they derive from unhealthy environments, regressive social influences, or additional reasons beyond their control—and make the appropriate referrals. In the same spirit of such personalized care, officers should strive to find more beneficial, sustainable solutions that are specific to the juvenile rather than simply arresting them and neglecting further follow-up into the root reasons inciting their actions. Imprisonment should be the last recourse when all others have been exhausted, not the first course of action taken.

Through such personalized solutions specifically tendered to generalized problems, including those of mental health, circumstances of need, and low-level offenses, particularly misdemeanor crimes involving juveniles, police officers shall utilize their discretion of compassion to the fullest. No longer will one be content with impersonal, perfunctory courses of action that do not address the heart of the matters and are far from the optimal answers. The community's regard for their law enforcement is reflected in law enforcement's regard for their community. The increased and effective application

of Alternative Policing Strategies will nourish this mutual regard and help goodwill to flourish.

It was with reasoning and mindset that the Office of Alternative Policing was created to effectively implement these practices of Compassionate Policing.

Additionally, to further facilitate one of these three primary applications, there is a collaboration between the Homeless Outreach Commission and the Metropolitan Nashville Police Department to assist those who are unhoused. This is a burgeoning program, and roll call training will soon be distributed to all sworn personnel to explain the nature of the program, as well as how it functions and can be best initiated throughout the displaced community of Nashville Davidson County.

The MNPDP Office of Alternative Strategies has developed the Nashville Partners in Care Program which incorporates officers who have undergone 40 hours of crisis intervention training and have partnered with a master's level clinician. Together, the officer and clinician answer mental health calls for service and divert consumers from the criminal justice system into the mental health system.

The MNPDP Office of Community Outreach and Partnerships (OCOP) has implemented the following initiatives regarding encampment processes for displaced neighbors:

- Regarding ways to locate camps, OCOP is building a rapport with the precinct Community Coordinators and investigative elements. The precincts notify OCOP with where they are having issues with individuals. Additionally, OCOP works with the Aviation Unit and has the team there notify the office of any observed camps.
- Once the camp is located, OCOP identifies the calls for service the precinct is having in the area. Business checks are conducted with surrounding businesses or property owners to talk with them and see what issues they are having as well. OCOP strives to get buy-in from the community and displaced neighbors to implement a "do a no harm approach."
- OCOP goes in person to the camp to observe the area, what it looks like (living conditions, how many tents, people, if there are any animals and if there are any children), and documents this through photos and names of individuals if possible.
- OCOP contacts the Property Assessors Office to find out who owns the property, usually learned to be owned by an individual, company, the Metro government, or State Property. Once the owner of the property is identified, OCOP contacts them and finds out if they are aware of individuals living on their property or the issues the community is having from people staying on their property. An explanation is given to them as well as the reasons for the initiative to help the individuals in the situation they are in. They are asked if they are willing to give some time to possibly get the homeless persons into housing or to explore additional resources.
- If the property owner is willing to work with OCOP, officers visit the camp in plain clothes and let them know they are not there for enforcement; they are informed that officers are there as a resource or for any assistance they might need.
- If the individual needs a(n):

1. ID: Room in the Inn and Mental Health Co-op are utilized
 2. Birth Certificate: Room in the Inn and Mental Health Co-op are utilized
 3. Social Security Card: Room in the Inn is utilized
 4. Food: 2nd Harvest is utilized
 5. Clothes: Several different outreach partner programs are contacted and a working list is provided.
- While assisting with the individual needs, OCOP schedules a walkthrough of the camp every other week with Mental Health Co-op.
 - OCOP partners with the Mental Health Overdose Response Team to observe the camp. They educate the individuals about overdoses and on how to use NARCAN. Afterwards the team hands out NARCAN for them to use when needed.
 - Each visit to a homeless camp is accompanied by an email to the respective Precinct Commander and the Community Coordinator.
 - Depending on certain circumstances, OCOP will contact the council person for the area to get their thoughts or any ideas they have for the location.
 - When individuals get into housing, it is important to visit them and do multiple follow ups on their wellbeing. That way the individual still sees a familiar face because they are going to be in an unfamiliar place.
 - When a camp is no longer needed, OCOP contacts the property owner to let them know the outcome and that the individuals are off the property. Property owners are educated on what they should do (e.g. clean all the debris/trash from the property, put up a barrier to keep individuals from coming back, put up “No Trespassing” signs along with a wavier).
 - When complaints from the community come in through HUB Nashville (Mayor’s Office Homeless Impact Division) about homeless camps, OCOP assists Joseph Parker with those locations to provide assistance for them and help the community out as well.
 - OCOP works with Metro Legal when properties are owned by Metro or when there is no known owner of a property.
 - OCOP works alongside Metro Public Works if a camp has been vacated. They assist with clean up and putting up signs for the property.
 - OCOP works with Step Up On Second and Salvation Army with Rapid Rehousing. Mental Health Co-op and Salvation Army walk with OCOP through the camps and get the individuals registered for Rapid Housing.

Item 9: Identify and support funding for nonprofits as they pivot towards partnering with the police department and covering new roles as the police begin to focus on their highest and best use of time

MNPD Response: The purpose of the Office of Alternative Policing Strategies is to provide Metropolitan Police Department personnel with viable options when confronted with individuals dealing with behavioral health issues, struggling juveniles, and adults involved in violent crime.

The Office of Alternative Policing Strategies seeks to work in collaboration with community partners to deliver evidence-based products that provide viable alternatives for those dealing with behavioral health issues, struggling juveniles, and adults involved in gun violence.

The Office of Alternative Policing Strategies will create partnerships with a variety of community service providers, government entities, as well as components of the Metropolitan Nashville Police Department to provide evidence-based products to assist those in our community dealing with behavioral health issues, family issues, and interpersonal issues. These services and programs will provide alternatives to prosecution and incarceration.

To further foster and facilitate the effective implementation of these goals, funding is available from the Mayor's Office to support and fund non-profits whose missions align with those of the Office of Alternative Policing Strategies. The Mayor's Office is, in fact, currently drafted the particulars on how these non-profits will be chosen.

Item 11: Identify and support funding for nonprofits as they pivot towards partnering with the police department and covering new roles as the police begin to focus on their highest and best use of time

MNPD Response: June 28, 2021 marked a momentous day in the endeavor to strengthen mental-health responses in law enforcement as the Crisis Intervention Teams (*CIT*) were officially launched at Hermitage and North Precincts across four separate shifts. Six full-time councilors from the non-profit Mental Health Cooperative (*MHC*), which is the state-designated Mobile Crisis for Davidson County, and 16 Metropolitan Nashville Police Department Officers—volunteers all—represent this mental-health co-response unit, whose innovative initiative is to bolster the department's effectiveness in handling Calls For Service pertaining to mental health and wellness.

This deployment represented the culmination of a year's worth of cooperation and achievement from numerous agencies and organizations. *CIT*'s inception began when the Policing Policy Commission reached out to the Behavioral Health and Wellness Advisory Council, seeking input on advancing mental-health responses within law enforcement. From the input they received and the output they subsequently presented, Chief John Drake recognized the importance of such a mission and created the Officer of Alternative Policing Strategies in February 2020—led by Inspector David Imhof—with the express intent of bringing the Crisis Intervention Teams into fruition.

In June 2021, the counsellors and officers alike began to work together to carry out this pilot program for the following 12 months, assisting in applicable Calls For Services that are triaged and filtered by the Department of Emergency Communications (*DEC*). Upon

completion of the pilot program, the Department of Health will analyze the data, with the subsequent goal of the MNPd to expand CIT to all precincts within the department.

Through the mayor's commitment to this program and in the spirit of cooperation between the MHC and the MNPd, the Crisis Intervention Teams shall effectively assist those with mental unwellness through their innovative co-response of compassionate and safeguarded care.

The long-term goal shall be to have all officers in the MNPd CIT-certified. The department is also actively working on creating policy that would lessen the impact of resources in relation to mental-health transports, improving the proficiency and efficiency of the MNPd as they undertake all policing endeavors.

Item 15 & 15a: Create a plan with owners and benchmarks to increase minority applicants; Draft a detailed 36-month plan for recruiting qualified diverse candidates;

MNPd Response:

In March of 2021 the Recruitment Unit created the Community Recruitment Panel which was composed of community members and stakeholders. The purpose of creating the panel was to introduce the officers assigned to the Recruitment Unit, educate the panel members on hiring practices and policies, describe recruiting efforts performed by the unit and obtain feedback from the panel. The eight-person panel met (virtually) on four separate occasions with the Recruitment Unit and were able to discuss many aspects of recruitment. After learning more about the hiring process, the panel members were asked to help promote recruiting efforts within their communities. A second panel will be created in the fall of 2021.

Citizens are always encouraged to enroll in the police department's Citizen Police Academy. The Recruitment Unit presents a block of instruction to the attendees. The Recruitment Unit has already attended two Citizen Police Academies this year as well as one Hispanic CPA.

In June of 2021 the department adopted a new Physical Agility Test that is comprised of more job-oriented tasks. The success of completion for applicants has increased substantially. The Recruitment Unit will continue to monitor the results of the new test and report these to the executive staff.

The department established a Pre-Academy Program in 2021 that helps prepare future trainees for the police academy experience. The program introduces the pre-hire to the policies and procedures of the department, exercise regimen, and basic law academics. The successful completion of the academy will be monitored for those that entered into the Pre-Academy Program.

The department introduced a Mentor Program which pairs the trainee with an experienced officer. The Mentor Program is coordinated through the Personal Wellness Section.

The Recruitment Unit continues to evaluate the use of advertising agencies to increase outreach. The department has partnered with ON Advertising, Tennessee Career Guide, Nexstar and Cromwell Radio. Due to budget constraints and costs associated with advertisement, the unit seeks out affordable advertisement opportunities that include Facebook, YouTube, Google Searches and Indeed.

The unit will continue to identify opportunities of personal engagement at various events. The unit is partnering with Plaza Mariachi, Nashville Noticias, Conexion Americas, and Activa Radio. The unit continues to identify organizations to build relationships. Within the recent months, the team has worked with PFLAG, Franklin Pride Festival and other LGBTQ establishments.

To make Civil Service testing more accessible to applicants who do not reside locally, they are permitted to test during regular scheduled testing dates *or* at a time when they are able to travel to Nashville. This has offered several applicants the opportunity to continue in the hiring process.

The Recruitment Unit is expanding the internship opportunities and partnerships with many of the state universities and colleges. The department will enter into conversations with Tennessee State University, Nashville State Community College, Cumberland University and Trevecca University. The unit will continue to identify other colleges and establish relationships of opportunity.

The Recruitment Unit will continue to seek out and attend local events throughout the city of Nashville. Some examples of local events include the July 4th celebration, Predators Watch Parties, Nashville Soccer Club home games, and Nashville Pride Festival. Along with these larger events, attendance at local job and hiring events will also be a priority.

In August of 2021 the Recruitment Unit provided an open house event to the residents of the city. This provided the public an opportunity to experience many of the divisions that make up the police department. Food, music, and raffles were provided. The Open House will occur twice a year.

The Recruitment Unit will continue its partnerships with local military installations for veterans leaving the military. The unit has attended multiple hiring events at Fort Campbell and will continue to seek out new partnerships such as Tennessee Air National Guard at the Nashville International Airport and other surrounding installments.

The Recruitment Unit will continue to expand its online and social media presence. Recent events such as virtual 'meet your recruiter' and orientations are examples.

Item 15b: Offer incentives, such as Academy graduation bonuses, to attract a diverse applicant pool;

MNPD Response: Civil Service Rules grant bonuses for employees up to the maximum allowed in the pay plan, but it would have to be approved by Civil Service Commission. Due to budget constraints at this time the police department will revisit this in the next budget year.

Item 16: Offer incentive pay for exceptional qualifications, such as bi- or multi-lingual candidates;

MNPD Response: SECTION 5.3 - GENERAL PAY PROVISIONS

Employees shall be paid in accordance with the approved pay plan, Civil Service rules and policies, and policies established by the Director of Finance. The pay plan will define the various pay schedules for classifications as well as the method for calculating promotions and upgrades relative to each pay schedule. Pay rates for classes on the Director Pay Schedule will be set in accordance with the pay plan and Policy 5.6 a-l, Director Pay Schedule.

No employee shall be paid at a rate less than the base rate nor more than the maximum for a classification as provided for in the pay plan except as provided for in the following rules and policies: 1) Section 5.6 C.

Item 17: Offer a referral bonus for officers who recommend a candidate who graduates from the Academy.

MNPD Response: Civil Service Rules grant bonuses for employees up to the maximum allowed in the pay plan, but it would have to be approved by Civil Service Commission. Due to budget constraints at this time the police department will revisit this in the next budget year.

Item 18: Increase digital efforts to recruit MNPD candidates. Hire digital/marketing agency or personnel with experience in diversity engagement to create a campaign to raise interest in policing careers for minority candidates.

MNPD Response: Last year the Recruitment Unit partnered with ON Advertising to increase its local and national presence using digital advertising methods. In addition to ON Advertising, we also partnered with Nexstar (WKRN), Cromwell Radio, Activa Radio, Plaza Mariachi, and Tennessee Career Guide. These partnerships allow the MNPD to reach a vast audience via multiple mediums. This process will continue to be monitored and evaluated for areas of improvement. Due to a very limited budget, the unit continues to look for less expensive ways of advertising.

Item 20: Establish new recruiting and hiring processes that emphasize character first; Develop training that fosters the necessary skills, knowledge and abilities; Set minimum

character requirements and train for knowledge, skills and abilities; Assess culture of academy and training practices; Maintain a diverse MNPD training academy staff; Increase diversity training for MNPD Academy staff.

MNPD Response: In January 2021 the Recruitment Unit created two videos, one for the community and one for the department highlighting the newly identified five characteristics that that the department desires in an applicant. The five characteristics are emphasized during the academy training and the field training of the officer. These five characteristics are: integrity, empathy, problem solver, good communicator, and a critical thinker.

In addition to these videos, a poster with the five characteristics was created and disseminated throughout the department. The Recruitment Unit vehicle is professionally wrapped in an attractive and eye-catching graphic that displays the five characteristics.

Item 21: Develop training that fosters the necessary skills, knowledge, and abilities.

MNPD Response: Police Officer Trainees receive training that exceeds what is required by POST. The training provided to officers is evaluated on a continuous basis ensuring best practices are always implemented. The training staff analyzes the teachings of other law enforcement entities comparing our training to others. The department highly values training of defensive tactics, firearms, and physical fitness. Along with these skills it is imperative that other skills are taught, performed, and embedded in the courses provided to officers. These skills and abilities include decision making, problem solving, human relations and ethics. This knowledge is taught in a classroom setting, played out in reality-based training, and demonstrated in ways that provide the officer with sound understanding of what the public needs from its police department. The Incident Decision-Making Model is a tool taught to help the officer make sound and safe decisions in their daily interactions with the community. This decision-making model focuses on the sanctity of life, proportionality, ethics, and values. Empathy is integrated in all aspects of the lessons taught at the academy.

Item 22: Set minimum character requirements and train for knowledge, skill, and abilities.

MNPD Response: In addition to Item 21, the academy assesses trainees on the five characteristics that the Recruitment Unit look for in a police officer trainee: integrity, empathy, problem solving, good communication skills, and critical thinking. The trainees are challenged throughout their academy experience with tasks that require them to perform or solve as a team. To succeed in the completion of these tasks, the trainee comes to understand the value of these skills and how they will assist the officer in their performance of their job. Throughout the many reality-based training scenarios the trainee performs, these characteristics are always emphasized. This training is communicated to the officer throughout their police career during yearly In-Service training as well.

Item 23: Assess the culture of academy and training practices.

MNPD Response: The staff of the academy always seeks best practices. This year members of the staff visited the Training Academy of the Denver Police Department. The staff wanted to observe how Denver conducts an academy class as compared to how the MNPD does. One of the goals of this visit was to determine the best possible way to balance stress induced training in an adult learning model. The staff of the academy has recently implemented a three phased system that allows the trainee to grow in their role as a trainee with the result being a well-trained, confident police officer. The staff will continue to conduct site visits to other law enforcement academies, and to research training methods.

The staff holds themselves accountable by documenting interactions with trainees as it relates to task oriented and stress induced situations. The staff works in teams ensuring that they are always providing the best possible training experience.

Item 23a, & 23b: Maintain a diverse MNPD training academy staff; Increase diversity training for MNPD Academy staff

MNPD Response: The academy acknowledges the importance of a diversified staff, and as vacancies become available, the staff will continue to honor that importance.

Current Staffing:

Sworn Officers (30) = 20% female and 20% minority

Civilian Staff (7) = 71% female and 57% minority

Training Division Recruitment Plan which is a CALEA document that is submitted provides the following: "The leadership of the Metropolitan Nashville Police Training Division is committed to providing a diverse, professional, and motivated team of instructors to carry out this mission."

Item 24: Utilize workforce development strategies to improve retention rates for minority officers and women

MNPD Response: In February of 2021, the police department's Human Resource Division increased its staffing by adding the rank of commander. Under the new guidance of the division's commander, an Employee Relations Unit was formed. This unit is staffed with a full-time civilian, and two sworn police officers. The full-time civilian investigator position and sworn position are responsible for all HR and Equal Employment Opportunity related matters (harassment and discrimination complaints), as well as employee grievances. The second sworn officers' position is the Compliance Coordinator, who assures compliance with Civil Service Rules, as well as State and Federal laws. The Compliance Coordinator handles all ADA accommodations requests. The first objective of the coordinator has been the creation of the Returning Mothers Accommodations Project. This project connects officers returning to the work force with peer supporters, information on the Professional Wellness Service unit, a database on local childcare facilities, list of Metro lactation rooms, and information on lactation

accommodations in the workplace. In the coming year employees of the Employee Relations Unit (ERU) will receive mediation training. This will provide employees of the department assistance when matters occur that do not rise to the level of an official complaint. This will also assist officers in their ability to receive and apply conflict resolution skills.

On March 10, 2021 Chief Drake was one of the first major cities chiefs to sign the 30X30 Initiative: Advancing Women in Policing. This initiative challenges police departments all over the country to increase their representation of women by 30% by 2030. This goal will be obtained by advancing the representation of women in all ranks of law enforcement by improving the policies and procedures of police agencies. The initiative encourages departments to remove biases, provide opportunities for women to be promoted, and improve the retention of women in law enforcement. The pledge requires agencies to develop a culture that is inclusive, respectful, and supportive of its female officers.

The department, in June of 2021, implemented a Mentor Program for the trainees that were entering into the training academy. The goal of this effort was to help introduce the trainee to the culture of the police department and pair them up with an experienced officer that the trainee can utilize in times of need. Future plans for the Mentor Program include expanding the program to all officers. Through this program officers will be able to pair with other officers for support and guidance.

The Training Academy is in the processes of creating a Career Development Unit which will assist those who wish to work in one of the many specialized units within the police department. The interested officer will receive information concerning the assignment, the requirements and guidance on how to become a qualified applicant for the assignment.

The department is aggressively seeking childcare options for police officers. The work assignment of the police officer can vary and change unexpectedly. Both men and women find themselves in need of daycare for their children causing additional stress to the work and home environment. The Employees Relation Unit (HRU) has researched other cities' solutions to this problem and will prepare a plan for best practices to provide childcare services for the men and women of the department.

Item 25: Increase promotional opportunities and assignment-based pay to attract minority candidates and women

MNPD Response: To the maximum extent possible, consistent with Civil Service Rules and specifically, Civil Service Policy 7.2B-I, Chief Drake is committed, through conscientious efforts of MNPD and input from Employees Relation Unit Retention Officer.

SECTION 5.3 - GENERAL PAY PROVISIONS

Employees shall be paid in accordance with the approved pay plan, Civil Service rules and policies, and policies established by the Director of Finance. The pay plan will define the various pay schedules for

classifications as well as the method for calculating promotions and upgrades relative to each pay schedule. Pay rates for classes on the Director Pay Schedule will be set in accordance with the pay plan and Policy 5.6 a-I, Director Pay Schedule.

No employee shall be paid at a rate less than the base rate nor more than the maximum for a classification as provided for in the pay plan except as provided for in the following rules and policies: 1) Section 5.6 C.

Item 26: Set aggressive goals to improve retention rates so that MNPDP reflects the population of Nashville-Davidson County

MNPDP Response: In addition to Item 24, the department works to reflect the citizens that they protect and serve. It continues to reevaluate policies that impede this effort. The department has adopted new policies that allow for accommodation for religious headwear, facial hair, and a less restrictive nail polish policy. It is important that the citizens of the city see in their police officers their own values and representations.

Item 27: Initiate a two-year study of exit interview data and conduct anonymous internal and external surveys of former officers to determine why minority officers left the MNPDP

MNPDP Response: In addition to Item 24, the ERU has conducted anonymous written and internet-based surveys with employees who have separated from the department. That data is being reported to the Executive Staff, when trends are identified the department will take measures to address them. The information will be analyzed monthly.

The Human Resource Department, as well as members of the executive staff, are speaking with members of the department that have submitted a two weeks' notice of resignation. During these contacts if a work-related issue is identified the department then tries to resolve the issue so the employee can continue in their employment.

Item 28: Utilize data to improve retention rates for minority officers

MNPDP Response: The responses to Item 24. These are a result of programs/initiatives addressing the concerns that were expressed by officers. As the ERU continues to build relationships and trust with the members of the department, the unit will be able to better learn and understand the areas of concern.

The Human Resource Department, as well as members of the executive staff, will meet with members of the department that have submitted a two weeks' notice of resignation. During these contacts if a work-related issue can be identified the department will try to resolve the issue so the employee can continue in their employment.

The Training Academy is in the processes of creating a Career Development Unit which will assist those who wish to work in one of the many specialized units within the police department. The interested officer will receive information concerning the assignment,

requirements and guide the officer on how to become a qualified applicant for the assignment.

Item 29: Arrange for an external entity to conduct exit interviews

MNPD Response: In addition to Item 27 & 28, due to budgetary constraints the department does not have funding to pay for an external entity to conduct exit interview. The ERU will continue to conduct interview and surveys until funding becomes available.

Item 30: Create a minority mentoring program to encourage a promotional track for MNPD police officers

MNPD Response: In addition to plans discussed in Item 24, as the department continues to promote both women and minorities a program will be developed that will draw on their lessons learned and experiences. This will be an extension of the Mentoring Program that already exists.

Item 38: Consult with MNCO prior to formalizing any future initiative targeting high-crime areas in order to review the intent, purpose, and potentially negative ramifications of the initiative prior to implementation

MNPD Response: Precision Policing embraces neighborhood collaboration to better employ concerted crime-and-disorder prevention, and the resulting decreased crime and increased transparency shall refine and redefine modern-day policing. In the spirit of this concerted collaboration, informing the community at Crime Meetings and consulting with Metro Nashville Community Oversight (MNCO) regarding all initiatives is a paramount consideration.

The Metropolitan Nashville Police Department holds frequent Crime Meetings that are open to the public and at which the MNCO is in attendance, as well. At these Crime Meetings, the department openly discusses its enforcement efforts and general crime-reduction initiatives, apprising the public in all matters. Furthermore, the department consults with the MNCO prior to formalizing future initiatives that target high-crime areas so that the MNCO may review the intents, purposes, and potentially negative ramifications of such initiatives prior to their implementation. The MNCO's insights are significant in helping the MNPD to better help its community.

Such transparency is also beneficial in a number of ways. The reasoning and rationale behind its endeavors to deter criminality promotes trust within the community, but it also allows citizens to better orient themselves to issues or relevant crime trends. Such

knowledge shall assist the community in adopting better safety practices and general awareness.

The MNPD utilizes the most up-to-date intelligence-gathering methods to acquire crime data and incorporates this integrated analysis during these community meetings to further inform the public. This includes but is not limited to denoting current crime trends through maps and other informative data.

Usually, the precinct's Crime Analysis and Prevention Officer processes much of the criminal data tracking, but the department has recently created the MNPD Data Dashboards, which is a system that allows the public to perform many of the same functions. The system empowers the community to better inform themselves, consequently enhancing the effectiveness for which Precision Policing is constantly striving.

Item 39: Conduct a full-scale review of MNPD's Continuum of Force with MNCO that strongly considers and remedies the harm to community relations and the disproportionate impact that teaching "Police Presence" as the first step on the continuum of force creates in communities of color and other marginalized communities

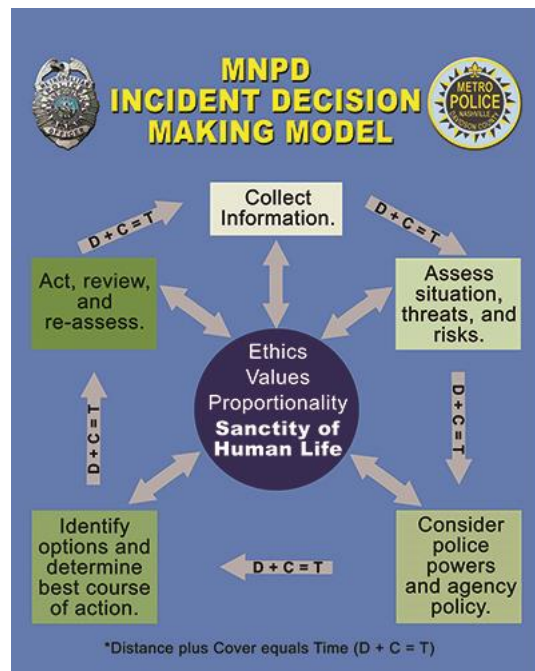
MNPD Response: On July 23, 2021, the MNPD published a comprehensive update to its Use of Force policy and posted that policy on the public website: <https://www.nashville.gov/departments/police/department-manual> . That policy considered and incorporated recommendations from the MNCO and the Policing Policy Commission. The MNPD continues to seek out and follow best practice recommendations from all available resources, including but not limited to, Metropolitan Department of Law, Police Executive Research Forum, International Association of Chiefs of Police, National Organization of Black Law Enforcement Executives, Commission on Accreditation of Law Enforcement Agencies, and applicable law.

Item 40: Support and extend full access to MNCO for the review of the following: requests for the receipt of weapons and vehicles under the 1033 Program; requests for grant funding from the federal government that will be used to purchase military-style weapons and vehicles; and proposals to purchase military-style weapons and vehicles from vendors.

MNPD Response: Consistent with the Metro Charter and established MNPD policy, the MNCO has authorization to review MNPD policies and practices, including those referenced in this recommendation.

Item 41: Consider clearer policy using more specific techniques, including chart or pyramid of de-escalation techniques that are prerequisites to use of force around the MNPD Incident Decision Making Model

MNPD Response: See response to Item 39. In addition, the MNPD training academy has incorporated a training model that incorporates such a decision making model. Additionally, these have been printed into posters and, to reinforce this training, posted around MNPD common areas such as roll call rooms, officer break rooms, and similar locations where officers can be reminded of these practices.



Item 42: Consider whether there are alternative de-escalation techniques to Vistelar Verbal Defense and Influence (VDI); de-escalation techniques that have proven effective in peer-city police departments;

MNPD Response: The MNPD training academy, in consultation with similarly situated agencies and other accredited training academies, continues to evaluate and include relevant training to support the intentional and deliberate use of de-escalation tactics and skills.

Item 43: Enhance policies regarding agency referrals concerning mental health.

MNPD Response: The Crisis Intervention Team program is an endeavor wherein mental-health co-response units greatly enhance the department's effectiveness in handling calls for service pertaining to mental health and wellness. In a collaboration between the Metropolitan Nashville Police Department and the Mental Health Cooperative, these co-response units respond to calls for service involving mental illness, suicidality, and overdoses with a co-response approach.

The goals of the program include improving access to care for those experiencing a behavioral health crisis, diverting consumers from the criminal justice system to the healthcare system, improving communication and coordination across systems of care and service providers, and improving safety for consumers, clinicians, and officers.

To achieve these goals, Master Level clinicians ride with uniformed officers who have completed 40 hours of crisis intervention training. During a call for service, officers stabilize a scene, allowing the clinician to access, evaluate, and refer the consumer to most appropriate care needed. Officers participating in the program complete an MNPD form when acting as the Crisis Intervention Team so that the results can be tracked and the effectiveness of the program can be gauged.

The long-term goal and one that is of paramount importance is to have all officers in the MNPD CIT-certified, thereby greatly enhancing the Metropolitan Nashville Police Department's response to mental health and wellness on a countywide scale.

Item 44: All officers (non-administrative roles) engaging with the public should submit to annual physical and mental health examinations, with the mental health examinations facilitated by non-MNPD personnel and the physical health examinations including a minimum standard agility exam;

MNPD Response: The Behavioral Health Services Division of the MNPD provide officers and their families services that are offered off-site and conducted by licensed therapists. Professional Wellness Services which is a part of BHS provides to officers Incident Debriefings, Peer Support, Family and Support Groups and Mentorship for trainees, military reservists, those militarily deployed and military veterans. The unit continues to build on their services for police officers and will expand their resources as additional staff is added. The unit has recently conducted certification to officers on Critical Incident Debriefing, allowing for a better opportunity to identify officers that might be in crisis. The members of PWS respond to incidents as they occur and have begun to identify more types of incidents for response. Critical incident debriefings, in certain cases, are mandatory under MNPD policy.

Physical health – the Training Academy conducts a Physical Ability Test during the once a year In-Service training. Officers are expected to perform the PAT meeting the minimum standards that are required to be hired for the Police Officer Trainee position. This PAT is timed and monitored by academy staff.

Item 45: New recruits should receive COB education, exposure, and engagement that offers an opportunity to explore and discuss MNPD and COB's working relationship and the role that COB plays in engaging and representing the community.

MNPD Response: Session 91, which started August 16, 2021, was the first academy class to receive a block of instruction presented by the Community Oversight Board. This will continue for all future academy classes.

Item 46: Replace the existing Training Academy facility, which is too small and seriously outdated;

MNPD Response: The Metropolitan Nashville Police Department Training Division has developed a Police Training Academy Facility concept plan. This plan was shared with General Services at which time it was learned that they had created a master plan that calls for a joint Public Safety Training Facility to include both the Police Training Academy and the Fire Training Academy. After discussion, Chief Drake and Chief Swann have agreed that the joint Public Safety Training Complex should be pursued. Both the Police Training Academy staff and the Fire Training Academy staff have met and developed a joint Public Safety Training Facility concept plan. General Services has advised that they are in the middle of an RFP process to bring on an architecture firm that would be responsible for taking the concept plan and creating renderings of the facility. Once renderings are completed, dollar amounts for construction can be provided. General Services anticipates that the RFP will be completed later this year. In addition to a new facility, General Services has infrastructure improvements that have been discussed for the training academy grounds which make better sense to be completed in conjunction with this future project.

Item 47: Through required training, continue to emphasize de-escalation and less use of deadly force by officers;

MNPD Response: The Training Academy continues to seek out best practices as it relates to the training of its officers. Currently, officers are being taught a program that emphasizes de-escalation. Verbal Defense and Influence is a program designed to convince individuals to comply with officers' instructions for the purpose of resolving incidents peacefully. The department is researching a program called Gracie Survival Tactics (GST) which will enhance the officer's tactical skills, such as grappling, resulting in lower cases of injury to both officer and suspect. Officers are taught tactics that assist them in lawful efforts when bringing a situation under control and taking a resistant subject into custody. This increased confidence in soft empty hand compliance is designed to reduce an officer's decision to go to a tool on their utility belt, i.e., Taser,

etc. All tactics that are taught or researched are vetted for the elements of de-escalation and doing no harm.

Item 48: Review training annually, including a regular review of national best practices and resources needed to improve trainings and the resources needed to decrease the potential for use of force techniques;

MNPD Response: The continuing education of academy staff, certification of staff, and re-certification of staff in a variety of topics that include use of force is the key to helping ensure that information provided to police personnel is up to date and relevant. The Training Division is committed to ensuring that training does not become stale or stagnant and is working to evolve with the times to address issues that face law enforcement today. The Training Division's review of our current and upcoming training topics, as identified by the Training Committee, ensures that training is viewed through many different lenses to meet the needs of the public and our agency. This is accomplished by assembling the committee with members from across all bureaus of the police department. The Training Division regularly reviews national best practices and works to be innovative in its approach to training. Of note, during the Training Division's most recent reaccreditation review by CALEA (Commission on Accreditation for Law Enforcement Agencies) an excellent rating was achieved.

Item 49: Implement policies and tools for greater public transparency on use of force incidents, including demographic, geographic, and other identifying information.

MNPD Response: See response to Item 39. In addition, the MNPD has created and maintains a live and interactive use of force data dashboard, which includes the recommended information, at: <https://www.nashville.gov/departments/police/data-dashboard/use-force>

Item 50: Increase the hours of empty-hand training at the academy and during in-service training;***

MNPD Response: The Training Division has increased the number of defensive tactics and de-escalation training hours by almost double when compared to past training curriculums. Recruit classes will continue to receive this training beyond 2021 as part of their basic recruit training curriculum. There have been several elective courses for 2021 as it relates to defensive tactics and de-escalation training in addition to what is being provided at in-service training. In-service training for 2022 is currently slated to have more defensive tactics and de-escalation training while still offering elective courses on the subject matter. The amount of time spent on defensive tactics and de-escalation training will continue to be a constant for in-service training in the future. The thought process continues to be that if we increase the confidence that police personnel

have with their hands, this will increase the confidence projected when engaged with the public and reduce the decision to access a piece of equipment on their belt prematurely.

Item 51: Incorporate comprehensive, trauma-informed practices into all training;

MNPD Response: While trauma-informed practices have been discussed as a part of another course during In-Service Training for 2021, it is the Training Division's desire to see this topic explored in a more comprehensive fashion. In partnership with the Office of Alternative Policing Strategies, efforts are being made to embed a member of the Mental Health Cooperative with the Training Division. This team member would not only see to the training of officers and clinicians associated with the newly created CIT program, but would also be involved in the development and implementation of a trauma-informed specific course curriculum. This would include ways to incorporate classroom instruction into different aspects of both recruit training and in-service training for police officers within the agency.

Item 52: Allow MNCO to review all MNPD policies, procedures, and trainings to ensure consistency between policies in the manual and prohibitions that are covered in training.

MNPD Response: Consistent with Metro Charter and MNPD policy, this is currently authorized and the MNCO continues to engage in the review and recommendation process.

Item 53: Educate officers on the history of MNPD engagement and presence with neighborhood/community groups that goes beyond 1960's Civil Rights era.

MNPD Response: The Training Division will be partnering with the Office of Community Outreach and Partnerships to establish an innovative training video that discusses the police department's interactions beyond the Civil Rights Era and through current time. This video will then be made available to all personnel as part of a required roll call training. Once the video has been created, we will make it part of the curriculum for new recruit classes. The video will be revisited every couple of years and re-established to ensure that its content remains current and relevant.

Item 54: Hire outside experts to conduct a thorough assessment of cultural competency of policies, testing, and training classes;

MNPD Response: This request will be included in the next budget opportunity. Until that time the Human Resource Division will explore possibilities and costs to implement a program.

Item 55: Immediately begin tracking all complaints to determine whether a pattern of misbehavior exists among the workforce;

MNPD Response: All complaints reported to the ERU are documented with a control number that is unique to the HR Division. This process allows for better tracking and review of the complaints once the investigation has been completed. A periodic review of complaints will be performed to address any patterns of misbehavior. If an issue is identified, it will be handled either with a rollcall training (if an immediate need is identified), or the concern will be addressed in the next in-service HR block of instruction.

Item 56: Revise policies to eliminate use of children and neighbors as interpreters; implement procedures to ensure use of neutral, competent interpreters for non-native English speakers.

MNPD Response: As an element of a recent Metro-wide revision to language services contracts, the MNPD will be implementing departmental policies and procedures consistent with this recommendation absent exigent or emergent circumstances. That policy change will be posted to the public website.

Item 57: Ensure that internal MNPD complaints are handled in a trauma-responsive manner;

MNPD Response: The Police Human Resources, Employees Relation Unit recently obtained training and certification from U.S. Equal Employment Opportunity Commission, which addressed best practices when interviewing complainants. In addition to the formation of the Employees Relations Unit and the investigation of all sexual harassment and discriminations complaints, the investigators consult with Behavior Health Services when necessary for resource referral. The Director of BHS will identify further training for ERU investigators, so that the best possible care is provided to victims of these situations.

Regarding the Office of Professional Accountability, arrangements have been made for training on trauma informed response models with the Family Safety Center to begin occurring in 2021. It will be mandated for all OPA staff.

Item 58: Refer all sexual assault investigations to an outside agency in consultation with the District Attorney's Office;

MNPD Response: This is the established procedure. All such investigations that come to OPA are currently referred to the Special Victims Division. The Sex Crimes detectives consult with the Office of the District Attorney as soon as practical.

Item 59: Create a "zero tolerance" policy around sexual assault and sexual harassment;

MNPD Response: In October of 2020 Chief Drake addressed this topic during a video to all employees. He stated that harassment and discrimination would not be tolerated and when reported would be investigated thoroughly.

In addition to the policy that address harassment and discrimination, the department implemented the "Not on my Watch" initiative. This initiative provides employees an additional way to report allegations of misconduct. "Not of my Watch" is a dedicated phone line available 24 hours a day, seven days a week. To reinforce this initiative, posters providing information about the phoneline were distributed throughout the department. Rollcall training was also provided. The purpose of the rollcall training was to make sure officers had a clear understanding of the initiative.

The police department has partnered with the YWCA to conduct outside training related to workplace harassment. The first part of the training occurred in 2020, following up with an in-service one-hour block of training dedicated to the topic. This partnership will continue so that best the best information is provided to employees.

Item 60: Identify senior staff or form a committee of existing personnel to ensure a diverse response within the MNPD and provide support and feedback on strategic departmental goals in a budget neutral fashion.

MNPD Response: As the Employees Relation Unit continues to receive request for investigations of all Title 7 allegations, the need for an outside perspective has developed. The ERU plans to create a panel to review, in a confidential manner, all investigations to make sure best practices are followed, an outside perspectives should ensure that the department is meeting the needs of the department. This panel will be made up of both police and civilian members.

Item 61: Increase anti-bias and cultural competency training and Title VII training;†††

MNPD Response: The department is currently researching a pilot program with Dedication to Community (D2C). This a national non-profit that engages in a community workshop with police officers and community members. The goal of the workshop is to strengthen relationships with the community, promoting reconciliation and unity.

Item 62: Handle harassment or hostile workplace complaints expeditiously and communicate their resolution to the parties;

MNPD Response: The Employee Relations Unit, comprised of trained investigators, is the investigative party for all harassment/hostile complaints. They abide by the MNPD Manual provisions below.

4.50.050 Complaint Procedures

The supervisor designated to conduct the investigation shall document all aspects of the investigation and inform the employee, in writing, of the results and/or action(s) taken to date within seven (7) working days.

5. Any resolution to the complainant shall be acknowledged by the investigating supervisor and the complaining party, in writing, to then be forwarded and reviewed by the complaining party's chain of command to ensure fairness and impartiality.

6. Failure to take action regarding complaints of harassment and/or discrimination shall be grounds for disciplinary action.

7. If the complaining party is dissatisfied with the results of the investigation, the complaining party should follow the steps outlined in Article VI, Section D, Filing a Complaint with the Chief of Police, within ten (10) calendar days of the final disposition of the investigating supervisor.

Item 63: Consult with the Sexual Assault Center (SAC), The YWCA, and other NGOs to conduct a blind review of complaints and policy;

MNPD Response: The department has invited the YWCA to review the departments policies and procedures and engage in dialogue about any noted concerns. If changes or additional language needs to be included this will be implemented. Once an agreement that the ERU practices are above standard, a panel will be formed so that a blind review of investigations can be conducted.

Item 64: Adopt the International Association of Chiefs of Police and the US Department of Justice's recommendations for how to conduct sexual assault/harassment complaints within MNPD;

MNPD Response: The procedures of the Employee Relations Unit closely mirror the IACP model. As staffing is increased the department will be able to better fulfill most of the IACP recommendations.

Item 65: Create an aggressive policy to prevent all retaliatory behavior or treatment;

MNPD Response: Chief Drake in his video address stated he would not tolerate any retaliatory behavior or treatment from any employee and would deal with such complaints severely.

MNPD Manual 4.50 Harassment and Discrimination policy states under 4.50.030 B.

Retaliation: Taking, or threatening to take, an unfavorable personnel action or withholding, or threatening to withhold, a favorable personnel action against an individual for attempting to communicate a complaint of discrimination or harassment to a supervisor, the commander of the Human Resources Division, the Office of Professional Accountability, the Chief of Police, the Metropolitan Government Equal Employment Opportunity Coordinator, or any other person, entity, or agency.

4.50.060 Retaliation

A. Retaliation against any employee for filing a harassment and/or discrimination complaint, or for assisting, testifying, or participating in the investigation of such a complaint, is illegal and is prohibited by this department and by federal statutes.

B. Retaliation is a form of employee misconduct. Any evidence of retaliation shall be considered a separate violation of this policy and shall be handled by the same complaint procedures established for harassment and discrimination complaints.

C. Monitoring to ensure that retaliation does not occur is the responsibility of the Chief of Police, all supervisors and the Office of Professional Accountability. It is the responsibility of the complainant to report any retaliation or attempt of retaliation to his/her supervisor or any other supervisor, the commander of Human Resources Division, Office of Professional Accountability, Chief of Police, or to the Equal Employment Opportunity Coordinator of the Metropolitan Government Human Resources.

Failure of any employee to carry out these responsibilities shall be grounds for discipline.

Item 66: Prohibit LGBTQ+ and sworn personnel from being out for assignment or placed within the department because of their identity within the population. Maintain and increase support for the LGBTQ+ MNPD liaison;

MNPD Response: Such assignments are and remain voluntary.

Item 67: Develop a multi-disciplinary working group to help MNPD improve trauma-responsive policies. Establish relationships with outside agencies to monitor adherence to new policies

MNPD Response: The MNPD Office of Alternative Strategies incorporates a multi-disciplinary approach to strengthening social ties. Additionally, MNPD personnel underwent RITE (Racial Intelligence Training & Engagement) training during 2021, which incorporates “a combination of emotional and social intelligence skill-building with unique accountability tools.”

Item 68: Publish a standard operating procedure that is readily accessible to sworn personnel and the public;

MNPD Response: Due to organizational changes, revisions to the SOP are being finalized. Also, an update to the MNPD Manual and website are pending. At that time, the SOP manual will be posted on the public website.

Item 69: Complete all investigations of officers who have been taken off duty (decommissioned) within 30 days;

MNPD Response: Investigations into decommissioned officers can be the most complex investigations and, in many cases, involve outside or external agencies or the potential for criminal charges. To the extent practical, within the limitations of the investigative requirements, MNPD policy remains committed to accurate and timely completion of all investigations.

Item 70 & 70a: Assemble a multi-disciplinary team to review and revise standard operating procedures on discipline and disciplinary investigations; Communicate the process to all parties involved in the investigative process;

MNPD Response: This has and continues to occur. Process improvement and policy refinement remain ongoing processes. MNPD policies and procedures are posted and are available both internally and externally on the MNPD website.

Item 71 & 71a: There should be a 45-day limit from the time an employee requests a hearing until it is conducted, to mirror the time limit given the MNPD to conduct Office of

Professional Accountability investigations. This time should be extended with justifiable cause, such as requests by the employee to extend for preparation, or revelations of new evidence as examples of some causes; Establish a procedure for reviewing those exceptions to the time deadline and limit those exceptions to only those which fit the acceptable category.

MNPD Response: This remains the preferred procedure. However, to ensure due process, timelines may be adjusted to accommodate access to attorneys, other representation, and to accommodate reasonable requests.

Item 72: Make efforts to collaborate with research universities to measure effectiveness of policies and procedures in achieving department goals, particularly with respect to community engagement and satisfaction.

MNPD Response: The Metropolitan Nashville Police Department is committed to constant innovation and learning, and in the spirit of fostering and growing shared knowledge, the department is looking to partner with local universities. The MNPD aspires to conduct research and surveys together and establish metrics by which success may be measured.

From community satisfaction, to collective trust, to feelings of safety and security, the forms of policing success can be gauged in many ways, and the department will look to examine all such considerations. The perspective and capabilities of learning institutions is invaluable, and the department will look to utilize their insights.

In the spirit of such hope, the MNPD has begun a partnership with Trevecca Nazarene University, a private liberal arts college in Nashville that boasts a rich 120-year history. Within this collaborative partnership, the department will seek to determine the effectiveness of its policies and procedures in achieving departmental goals, particularly with respect to its Community Engagement endeavors; Community Engagement being one of the three principal tenets of the modern-day MNPD.

Previously, to meet MNPD goals and to support academic research into policing best practices, the MNPD has partnered with Tennessee State University, Vanderbilt University, the University of Chicago, New York University, Boston College, and others. Such partnerships will continue to help guide the department going forward as it strives to discover and uncover the best ways to serve and safeguard our community.

Item 73: Explicitly define what qualifies as “soft empty hand contact” and what warrants the filing of a Form 108, the MNPD form used for reporting use of force and how these practices will be taught during academy instruction;

MNPD Response: On July 23, 2021, the MNPD published a comprehensive update to its Use of Force policy and posted that policy on the public website:

<https://www.nashville.gov/departments/police/departement-manual> . That policy considered and incorporated recommendations from the MNCO and the Policing Policy Commission. Specifically, a definition of “soft empty hand” contact or control was incorporated and a mandatory review of reporting requirements was conducted.

Item 74, 75 & 76: Make the use of Form 108 mandatory despite injury or “soft empty hand” contact between officer and any non-MNPD person; Develop a clear definition of broad terms like “serious bodily injury” and “injury” for determining disciplinary actions; In the event that a use of force results in the admission to the hospital, remove officers from the line of duty and field assignments until a formal investigation has been completed;

MNPD Response: The MNPD published a comprehensive update to its Use of Force policy and posted that policy on the public website:

<https://www.nashville.gov/departments/police/departement-manual> . That policy considered and incorporated recommendations from the MNCO and the Policing Policy Commission including appropriate revision or inclusion of definitions and an entire review of the use of force policy. Changes regarding the recommendation to revise the level of force that triggers a report for soft empty hand control and development of new reports are in process and will be implemented no later than January 1, 2022.

Item 77: In the event that an officer uses an All-Points Bulletin (APB) as a justification for stopping and/or arresting a suspect, require that officers include information about that APB/Department of Emergency Communications (DEC) communication in their notes/report.

MNPD Response: MNPD policy has been updated to include this requirement that officers document this unique aspect in such stops and/or arrests. [LINK](#)