

**1998 ANNUAL REPORT**

**MINNEAPOLIS CIVILIAN POLICE  
REVIEW AUTHORITY**

**Minneapolis Civilian Police Review Authority (CRA)  
400 South Fourth Street  
Suite 1004 Grain Exchange Building  
Minneapolis, Minnesota 55415-1424  
(612)370-3800**

# ***MISSION STATEMENT***

**Adopted May 4, 1994**

The Minneapolis Civilian Police Review Authority was established by the City of Minneapolis to provide a fair and impartial process for review of citizen complaints of misconduct by Minneapolis Police Officers.

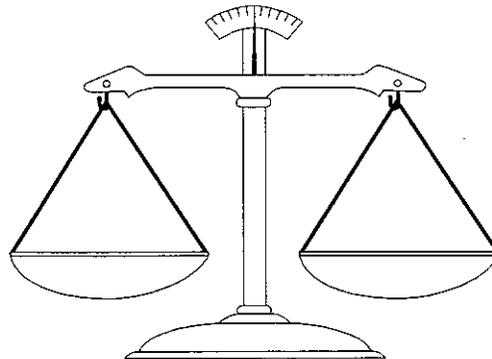
The Authority exists to promote the highest attainable standards of integrity and professionalism in our City's Police Department.

Public confidence is strengthened by assuring that citizen complaints about police conduct are taken seriously, are carefully investigated, and are reviewed by panels made up of citizens of our City.

The best interests of the people of the City of Minneapolis are promoted by the fair and thorough examination of the conduct of Minneapolis Police Officers.

The goal of civilian involvement in review and disposition of citizen complaints is the improvement of the quality of police service in Minneapolis.

This can only be achieved by treating all parties - complainants, witnesses, and charged officers - **fairly and with respect.**



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# GOALS

- ◆ Maintaining a fair and impartial process of review of citizen complaints of misconduct by Minneapolis police officers.
- ◆ Investigating and resolving complaints effectively.
- ◆ Delivering relevant, timely, impartial and accessible services, including mediation.
- ◆ Acting as a resource to victims of alleged police abuse, the public, the Minneapolis Police Department, Police Federation and community organizations to prevent future complaints.
- ◆ Increasing public awareness of the CRA.
- ◆ Requiring ethical performance and accountability.
- ◆ Encouraging teamwork through collaboration and communication.
- ◆ Monitoring and evaluating our organization's performance.
- ◆ Training to reflect responsibility of the CRA's role.

## DIRECTOR'S FORWARD

I am pleased to submit the Minneapolis Civilian Police Review Authority's (CRA's) 1998 Annual Report. During 1998 the CRA had 742 contacts on possible complaints. One hundred thirteen (113) of those contacts generated formal complaints and one hundred eighty-four (184) were resolved by advising the citizen of proper police procedure and resolving concerns at the precinct level. It is important to note that assistance with cases that do not reach the formal complaint stage represents an important part of the CRA's role. (See Exhibit A for contacts and outcomes). In 1998 citizens could also use the Internet to request assistance from the CRA.

The nature of complaints with the CRA has remained constant since its inception. Excessive force continued to be the largest complaint category with 34 percent of the complaints in 1998 alleging excessive force. However, since 1994 there has been a 24 percent decrease in the number of excessive force complaints. Other complaints are as follows: inappropriate conduct, 24 percent; harassment, 18 percent; inappropriate language, 15 percent; failure to provide service, 10 percent. (Please see Exhibit B for some of the cases where there has been a final disposition.)

The CRA made history in 1998 as the only citizen oversight (there are approximately 100) in the nation to take steps to monitor quality of performance. Professor Samuel Walker, the leading expert on citizen oversight in the United States, assisted the CRA in the development and implementation of the QSA, a Quality Service Audit. (Please see Exhibit C.)

According to Professor Walker, the initial results of the Quality Service Audit analysis found that both citizens and police officers were satisfied with their experience with the CRA. This is an indication that the CRA is not perceived as being biased for or against one side. Citizens were more satisfied with how they were treated than the outcome of their complaint. (See Exhibit D.)

A national model for citizen oversight in the United States, the CRA made national news in 1998 when *CBS News* did a segment on police abuse in Knoxville, Tennessee. The CRA was contacted because CBS was advised that the Minneapolis program was unique and that its independence from the police department played a role in its success. Also, reporters from the *New Jersey Herald News*, *Commercial Appeal Newspaper* of Memphis, Tennessee, *Chicago Tribune*, *Las Vegas Review Journal*, and the *Florida Times* were just some of the media who contacted the CRA requesting information about the program.

Many cities looked at the CRA as a model to build from as they sought to establish civilian oversight or redesign existing oversights: Baton Rouge, Louisiana; Las Vegas, Nevada; Chicago, Illinois; Albuquerque, New Mexico; Louisville, Kentucky; Cincinnati, Ohio and Tallahassee, Florida. (The city of Tallahassee, Florida flew me to their city to meet with city officials and community leaders to discuss citizen oversight of police.)

The CRA process is based on due regard for the Constitutional and Legal Rights of all persons and promotes the highest possible degree of mutual respect between the Minneapolis Police Department and the Community. Only the highest standards of professionalism are observed in the handling and disposition of allegations of police misconduct. The CRA has played an instrumental role in requiring ethical performance and police accountability that the public demands.

I am proud to be part of an agency that has made a difference.

Respectfully submitted,

  
Patricia J. Hughes  
Executive Director

# HISTORY

For nearly three decades before the Minneapolis Civilian Police Review Authority was created, community leaders had been calling for a greater civilian role in reviewing complaints of police misconduct. In early 1989, events occurred which sparked community organizing which ultimately led to creation of the CRA by the elected City officials.

Two elderly African American citizens were killed in a police raid. Shortly thereafter, some African American college students alleged that they were abused by police officers who arrested them at a party at a Minneapolis hotel for alleged disorderly conduct. None of the seven college students was convicted, except for one individual who was convicted of resisting arrest. African American community leaders led protests directed at City Hall. The City Council established a working group to determine what type of civilian oversight of the police was needed. At the very outset of its work, the working group recognized that it had not been created to determine whether or not civilian oversight was necessary, but rather that the City Council had determined that civilian oversight was necessary and that the working group should recommend the form such oversight should take.

The working group met for a period of months, and heard from people from around the country who were experienced with civilian oversight of police, and from citizens who had experienced police abuse. After careful study, the working group made recommendations to the City Council. Community leaders and local media kept the issue in the public eye, which generated discussion in all quarters of the City about improper police conduct.

After the working group made its recommendations to the City, the City Council then began its own process of reviewing the recommendations and ultimately adopting some of them and rejecting some of them. The City Council, by Ordinance in 1990, established the Minneapolis Civilian Review Authority. The CRA, which began taking complaints in 1991, was created as an independent city agency separate from the police department to receive, consider, investigate and make determinations regarding complaints brought by the public against any Minneapolis police officer. The CRA was created as a result of the lack of public confidence in the ability of the police to fairly investigate and evaluate citizen complaints of police misconduct. Key components of the CRA are civilian investigators, an Executive Director (attorney-at-law), a Board of seven civilian community members and civilian support staff.

## NUMBERS AND TYPES OF COMPLAINTS

During 1998 the Civilian Review Authority received 113 signed complaints. A citizen's allegations are counted as a "complaint" only after an investigator interviews the complainant in detail, drafts a formal complaint and submits it to the complainant, and then the complainant signs and returns the formal complaint to the CRA Offices. The CRA had 742 contacts with the public on possible complaints in 1998 (Exhibit A) and as of 3/1/99 disposition has occurred on 735 of those intake calls.

People often call the CRA with questions about proper police procedure. An investigator will spend time clarifying issues and providing the caller with helpful information. The majority of cases never get to the formal complaint stage. Some cases are referred to other sources. Each year, at the request of the complainant, many cases are resolved informally through direct contact by the investigator with members of the police department. In other cases the complainant does not follow through with a formal complaint. Oftentimes, the complainant finds that there is actually no basis for a complaint after conferring with the investigator who advises them on proper police procedure. In 1998 approximately 42 cases were resolved at the precinct level. Another 143 cases were resolved by advising the complainant on proper police procedure.

Fifty four percent of those who are the alleged victims of complaints filed with the CRA are people of color. Sixty-three percent of the alleged victims are under age 35. See Exhibit F.

Thirty-four percent of the complaints alleged the excessive use of force as their primary characteristic. The next three primary complaints, in their order of frequency, were inappropriate conduct, harassment and inappropriate language. A graph showing the types of cases received by the Civilian Review Authority each year since 1994 is attached as Exhibit G.

Thirty-six percent of the officers with complaints whose ages are known are between 25 and 31 years of age. Fifty-eight percent of the identified officers have been on the force for less than six years. See Exhibit H.

Civilian Police Review Authority  
 Caseload Report  
 As of 12/31/98  
 Reporting from 03/20/91 To 12/31/98

Signed Complaints	1157
Completed Cases	
Successful Mediations	54
Dismissals	247
No Probable Cause	697
Probable Cause	109
Withdrawal	15
Pending Cases	
On Hold	0
In Mediation	0
In Investigation	35
Completed Investigation Awaiting Review	0
Number of Cases Ever Sent to Mediation	191
Status of Hearings	
Hearings to be Scheduled	4
Hearings Scheduled	0
Hearings Held or Other Disposition	105
Status of Cases Where Probable Cause was Found	
Decision Pending	0
Not Sustained	5
Not Sustained, Insufficient Evidence	9
Not Sustained, Exonerated	11
Dismissed	13
Mediated	5
Stipulated to Sustain	23
Sustained at Hearing	39
Total Sustained	62
<b>Total Successful Mediations</b>	<b>54</b>
<b>Total Sustained Cases</b>	<b><u>62</u></b>
	<b>116</b>

Of 13 decisions made in 1997, seven of the cases were sustained by stipulation, two were sustained at an evidentiary hearing, one was mediated, one was dismissed and two were not sustained, insufficient evidence. Of 10 decisions made in 1998, two cases were sustained through hearings, three cases were sustained by stipulation, one case was mediated, one case was not sustained, insufficient evidence and three case were dismissed.

In 1998, probable cause was found in 8 cases. Thirteen cases were successfully mediated in 1998.

Since 1993 78 percent of the cases closed where probable cause had been found were either sustained or mediated.

This Caseload Report shows the total number of signed complaints received since April 15, 1991, when the CRA started to take complaints. It then breaks that number down into Completed Cases and Pending Cases.

The COMPLETED CASES fall into five categories: Successful Mediations, Dismissals, No Probable Cause, Probable Cause, or Withdrawal.

The **Successful Mediations** are cases where the complainant and officer(s) arrived at a mutually agreeable resolution of the complaint through a thorough and frank discussion of the alleged misconduct held before a neutral third party.

The **Dismissals** are cases that were dismissed for one of several reasons, including but not limited to that there was no dispute as to the material facts and no reasonable person could sustain a complaint based upon such facts; even if all of the complainant's alleged statements are true, no act of misconduct exists; the alleged facts are so unbelievable that no reasonable person could sustain the complaint based on such facts; and failure of the complainant to cooperate.

A complainant has the right to withdraw from the process at any time, before, during or after an investigation is conducted. The number of such cases are shown under **Withdrawal**.

Cases that aren't successfully mediated, dismissed or withdrawn are sent to an investigator who conducts a full investigation of the allegations.

**No Probable Cause** are cases where, after a full investigation, there was No Probable Cause to believe that a violation of city ordinance occurred and the complaint was dismissed as:

1. Officer exonerated, for one of two reasons:
  - a. The facts alleged in the complaint are true but do not constitute misconduct;  
or
  - b. The facts alleged in the complaint are not true; or
2. Insufficient evidence to sustain the complaint.

**Probable Cause** are cases where, after a full investigation, there was Probable Cause to believe that a violation of city ordinance had occurred and therefore the matter shall proceed to an evidentiary hearing. The results of those evidentiary hearings are shown in the latter half of the Caseload Report.

The PENDING CASES fall into four categories: On Hold, In Mediation, In Investigation, and Completed Investigation Awaiting Review.

A case is placed **On Hold** if there is a criminal investigation and/or charges or some other reason that the case cannot be investigated at the current time. This is a temporary status and the case will ultimately be taken off hold and investigated or withdrawn.

Cases **In Mediation** are those that are currently being mediated or where the complainant and officer(s) are considering whether or not they wish to participate in mediation. If the parties decide not to participate, or if mediation was tried but was not successful, the case returns to the investigator for full investigation. If the mediation is successful, the case is closed.

Cases **In Investigation** are those that are being actively investigated. The investigation must be completed within 120 days from the date the complaint is officially filed.

**Completed Investigation Awaiting Review** are those cases where the investigator has completed the investigation and written a report for consideration by the Executive Director, who makes the probable cause determinations.

The NUMBER OF CASES EVER SENT TO MEDIATION shows how many of the total signed complaints were sent to mediation. Mediation was not attempted on all of these cases since the officer(s) and complainant must agree to mediate. Mediation is not mandated; it is voluntary.

The STATUS OF PROBABLE CAUSE DETERMINATIONS identifies the status of cases identified as **Probable Cause** cases under Completed Cases earlier in the Caseload Report. Those cases are broken down into three categories: **Hearings to be Scheduled, Hearings Scheduled and Hearings Held.**

The STATUS OF CASES HEARD BY BOARD indicates how many of the cases where probable cause was found were **Sustained, Mediated, Stipulated To, Not Sustained, Dismissed**, or where the **Decision is Pending**. In a given case there might be more than one charge against an officer or one or more charges against several officers. In recording the findings, if any charge against any officer is sustained, that case is recorded as **Sustained**. If no charge against any officer is sustained, it is recorded as **Not Sustained**.

## CONTACTS REGARDING POTENTIAL COMPLAINTS

<u>Month</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
January	89	60	37	28
February	82	56	47	54
March	87	49	57	66
April	74	59	57	64
May	70	65	53	61
June	87	59	67	70
July	89	50	84	82
August	108	70	59	71
September	77	70	80	69
October	74	68	57	66
November	61	49	51	55
December	<u>58</u>	<u>47</u>	<u>66</u>	<u>56</u>
	956	711	715	742

Contacts with the CRA include telephone calls, e-mail and in-person contact made by the public requesting to file a complaint or inquiring as to whether there are grounds to file a complaint.

OUTCOMES OF CONTACTS REGARDING POTENTIAL  
COMPLAINTS 1998

Advised	143
Assisted	36
Complainant Location Unknown	2
Minneapolis Police Department Referred and Handled	42
No Basis	83
No Contact (no answer, no machine, wrong number, etc.)	42
No Complainant Follow-up	122
No Response (left message, no response)	66
No Wish to File	41
Pending	7
Referred	22
Complaint Sent for Signature	<u>136</u>
	742

## COMPLAINTS WHERE THERE HAS BEEN FINAL DISPOSITION

### EXCESSIVE FORCE

Complainant alleged that he was a witness to a gang shooting. He was seated in the back seat of a squad car for the purpose of identifying the shooters. There was much illumination from the numerous squad cars at the scene and complainant was fearful that someone would recognize him, since there were numerous gang members in the immediate area. A Minneapolis officer allegedly shined a flashlight in the squad. Complainant gave him the "bird" (extended his middle finger up). At that time the officer allegedly walked around the front of the squad, opened the rear door and then punched the complainant in the mouth with a closed fist and said, "You don't flip me off."

**SUSTAINED**

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### EXCESSIVE FORCE INAPPROPRIATE LANGUAGE

The complainant alleged that when officers were called to a disturbance, a Minneapolis police officer used excessive force when he punched the complainant's juvenile son in the face, hit his head against the concrete sidewalk and kicked him after he had been cuffed and was lying on the ground.

The complainant alleged that this same officer called her juvenile son "a bastard," "a little f-----," "a little shit," and told the complainant that she had "done a hell of a job raising her kid."

**SUSTAINED**

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### INAPPROPRIATE CONDUCT

Complainant alleged that two Minneapolis police officers entered her residence and confiscated a 13-inch color television without her consent. At the time, the officers were assisting a Blue and White Cab driver. Prior to the officers' arrival, a fare fled from the cab, went into the complainant's home and out the back door. (This individual did not live at the residence.) The officers entered the residence where only a juvenile was present. The property was given to the cab driver as collateral for the no-pay fare. The amount owed was \$15.75.

**SUSTAINED**

## HARASSMENT

The complainant, a filmmaker from New York City, was visiting the Twin Cities on a work assignment. He was involved in producing a video documentary project concerning Cambodian refugees. The complainant was attending a graduation party for an individual who appeared in the documentary. Two Minneapolis police officers arrived at the party and asked everyone to leave.

When the complainant attempted to leave the scene of the party with the bicycle he had borrowed from a friend, the officers allegedly asked if he had a license for the bicycle. He explained that the bicycle was owned by a friend he was staying with. He was told to get out of town.

The complainant was told he was not being arrested, but was then thrown in a police van by the officers without any further explanation and was transported 20 to 30 blocks from the scene of the party and dropped off in an area of the city he was unfamiliar with.

**SUSTAINED**

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## INAPPROPRIATE CONDUCT

Complainant alleged that during a traffic stop a Minneapolis police officer was inappropriate in his questioning of her juvenile daughter. The officer allegedly asked the juvenile if she was pregnant and if it was by a black man. It was also alleged that the officer asked her what she was doing talking to f---ing black people.

**SUSTAINED**

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## INAPPROPRIATE LANGUAGE

Complainant's vehicle was stopped at an intersection by a Minneapolis police officer who was directing traffic. The complainant was then instructed to move ahead, but as the street in front was blocked to turn to the left, he turned the car, the tires squealed and he allegedly heard the officer call him "asshole."

**SUSTAINED**

## FAILURE TO PROVIDE ADEQUATE OR TIMELY POLICE PROTECTION

Complainant called 911 and reported a burglary at her home. When the officers arrived in response to the call, the complainant, on at least three occasions, stated that the burglary was a bias crime and that she wanted a bias crime report written. Both the complainant and her partner explained to the officers that they had been set up by a neighbor and that complainant was being physically threatened by him. They requested that both the threats and gay-bashing would be in the report. The officers made no mention in their report about a bias crime, gay-bashing or the threats.

Pursuant to policy, officers suspecting a bias motivated crime or upon being told by the victim that the crime was bias motivated are required to fill out an Offense/Incident report.

**SUSTAINED**

# MINNEAPOLIS POLICE CIVILIAN REVIEW AUTHORITY

## QUALITY SERVICE AUDIT

### Policies and Procedures

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#### I. PURPOSE

It is the purpose of the Quality Service Audit (QSA) to ensure that the Minneapolis Police Civilian Review Authority provided the highest quality of service to its clients.

The QSA is a process through which persons who have direct contact with the CRA have an opportunity to provide feedback on the service they received.

#### II. PROCEDURES

##### A. Persons Surveyed

The QSA process solicits feedback from three groups of people: (1) individuals who contact the CRA but do not file a signed complaint (“pre-complaints”), (2) individuals who file signed complaints, and (3) Minneapolis police officers who are the subject of a signed complaint investigation or witness officers.

##### B. Survey Forms

A separate survey form has been developed for each of the three groups listed above. Copies of these forms are attached.

##### C. Anonymity

Responses to the QSA survey are completely anonymous. Names or other personal identifiers will not be requested on the survey forms.

##### D. Providing Survey Forms

Each individual will be provided the survey form upon completion of their contact with the CRA.

- (1a) Pre-complaint individuals who contact the CRA in person will be given a copy of the form and a self-addressed stamped envelop as they leave the CRA office, or will be sent a copy if the issue is not resolved that day.

- (1b) Pre-complaint individuals who contact the CRA by telephone will be invited to provide feedback. If they agree, a form will be mailed to them.
- (2) Persons who file signed complaints will be mailed a copy of the form within a month following the CRA's disposition of their complaint.
- (3) Minneapolis police officers who are the subject of a signed complaint and witness officers will be sent a copy of the form upon the CRA's disposition of the complaint. The form will be sent to them through their Minneapolis Police Department address. No mail will be sent to officers' home addresses.

E. Return of Forms

Each form will include a self-addressed stamped envelop.

Forms will be returned to the City Coordinator.

The purpose of having forms returned to an office other than the CRA is to ensure public confidence that the CRA is not discarding forms with unfavorable ratings of the CRA.

Upon receipt at the City Coordinator's Office, each form will be recorded by being entered into a master log and assigned a Return Number. The date of receipt and the Return Number will also be recorded on each returned form.

After being recorded and assigned a Return Number each returned form will be forwarded to the CRA office.

F. Analysis and Reporting

On a weekly basis, the CRA staff will examine returned forms and enter the data into a summary report (e.g, percentage answering "yes" or "no" to question #2). The summary will be provided to the Director of the CRA and the Chair of the CRA Board.

For the initial half year of operation, the CRA Board will review the summary reports on a monthly basis. After the initial half year of operation, the CRA Board will review the summaries on a semi-annual basis.

An analysis of the summary reports will be included in the CRA Annual Report for each year.

G. Action

The CRA Board will analyze the summary reports on a regular basis in order to determine if corrective actions are necessary in any aspect of the CRA operations.

A report of any corrective actions taken will be included in the CRA Annual Report.

H. Possible Low Response Rates

Previous experience suggests that low response rates from persons surveyed are to be expected. It is possible that response rates may be as low as 35%. If response rates fall substantially below 35% (for either the QSA as a whole, or for any particular group surveyed), the CRA Board shall discuss the problem to determine what kind of correction action is warranted.

MINNEAPOLIS CIVILIAN POLICE REVIEW AUTHORITY  
400 SOUTH FOURTH STREET, SUITE 1004  
MINNEAPOLIS, MN 55415-1424  
612-370-3800 Office  
612-370-3846 Fax

Customer Feedback Survey

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You recently filed a complaint with the Minneapolis Civilian Police Review Authority regarding the Minneapolis Police Department.

We are interested in your feedback regarding the quality of service you received from the CRA. We would greatly appreciate it if you could take just a few minutes to fill out the enclosed survey form.

Your response will be completely anonymous. Please do not indicate your name. The enclosed business reply envelope will mail your response to the City Coordinator's office.

1. Do you feel you had a chance to tell your side of the story? Yes \_\_\_ No \_\_\_
2. Do you feel you were treated with respect? Yes \_\_\_ No \_\_\_
3. If you accepted mediation of your complaint, was the mediation successful? Yes \_\_\_ No \_\_\_
4. If your complaint resulted in a hearing, were you satisfied with the hearing process? Yes \_\_\_ No \_\_\_
5. Do you feel the outcome of your contact with the CRA was fair? Yes \_\_\_ No \_\_\_
6. Is there anything you would like to tell us about your experience with the CRA?

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For our records, we would like to know a few things about the nature of your complaint.

7. My complaint involved

- |   |   |                                     |
|---|---|-------------------------------------|
| <input type="checkbox"/> Excessive Force            | <input type="checkbox"/> Inappropriate Conduct      | <input type="checkbox"/> Harassment |
| <input type="checkbox"/> Inappropriate Use of Force | <input type="checkbox"/> Failure to Provide Service | <input type="checkbox"/> Theft      |
| <input type="checkbox"/> Inappropriate Language     | <input type="checkbox"/> Discrimination             |                                     |

8. I am: Male \_\_\_ Female \_\_\_

African American \_\_\_ Asian American \_\_\_ Hispanic/Latino \_\_\_ Native American \_\_\_ White \_\_\_

Under age 18 \_\_\_ 18-24 \_\_\_ 25-34 \_\_\_ 35 or older \_\_\_

Please return to the City Coordinator's Office, 350 South Fifth Street, Room 301M, Minneapolis, MN 55415, in the enclosed business reply envelope.

Thank you!

## Customer Feedback Survey

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You were recently the subject of a complaint filed with the Minneapolis Civilian Police Review Authority, or were a witness officer in a complaint.

We are interested in your feedback regarding the quality of service provided by the CRA. We would greatly appreciate it if you could take just a few minutes to fill out the enclosed survey form.

Your response will be completely anonymous. Please do not indicate your name. The enclosed business reply envelope will mail your response to the City Coordinator's office.

1. Do you feel you had a chance to tell your side of the story? Yes \_\_\_ No \_\_\_
2. a. Do you feel the investigator treated you with respect? Yes \_\_\_ No \_\_\_  
 b. Do you feel the Board treated you with respect? Yes \_\_\_ No \_\_\_
3. If you accepted mediation of the complaint, was the mediation successful? Yes \_\_\_ No \_\_\_
4. If the complaint resulted in a hearing, were you satisfied during the hearing process? Yes \_\_\_ No \_\_\_
5. Do you feel the outcome of your case with the CRA was fair? Yes \_\_\_ No \_\_\_
6. Is there anything you would like to tell us about your experience with the CRA?

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For our records, we would like to know a few things about the nature of the complaint.

7. The complaint involved allegations of:

- |   |   |                                     |
|---|---|-------------------------------------|
| <input type="checkbox"/> Excessive Force            | <input type="checkbox"/> Inappropriate Conduct      | <input type="checkbox"/> Harassment |
| <input type="checkbox"/> Inappropriate Use of Force | <input type="checkbox"/> Failure to Provide Service | <input type="checkbox"/> Theft      |
| <input type="checkbox"/> Inappropriate Language     | <input type="checkbox"/> Discrimination             |                                     |

8. I am:  Male  Female

African American  Asian American  Hispanic/Latino  Native American  White

9. I have been a Minneapolis police officer for

less than 3 years  3-10 years  11 years or more

Please return to the City Coordinator's Office, 350 South Fifth Street, Room 301M, Minneapolis, MN 55415, in the enclosed business reply envelope. Thank you!

MINNEAPOLIS CIVILIAN POLICE REVIEW AUTHORITY  
400 SOUTH FOURTH STREET, SUITE 1004  
MINNEAPOLIS, MN 55415-1424  
612-370-3800 Office  
612-370-3846 Fax

Customer Feedback Survey

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You recently contacted the Minneapolis Civilian Police Review Authority about a problem with the Minneapolis Police Department.

We are interested in your feedback regarding the quality of service you received from the CRA. We would greatly appreciate it if you could take just a few minutes to fill out the enclosed survey form.

Your response will be completely anonymous. Please do not indicate your name. The enclosed business reply envelope will mail your response to the City Coordinator's office.

1. Do you feel you had a chance to tell your side of the story? Yes \_\_\_ No \_\_\_

2. Do you feel the CRA staff member listened to you? Yes \_\_\_ No \_\_\_

3. Do you feel you were treated with respect? Yes \_\_\_ No \_\_\_

4. Do you feel you received useful assistance? Yes \_\_\_ No \_\_\_

If yes, what kind of assistance? \_\_\_ Explained police procedure  
\_\_\_ Explained the law  
\_\_\_ Referred me to another agency  
\_\_\_ Other (Please explain) \_\_\_\_\_

5. Do you feel the outcome of your contact with the CRA was fair? Yes \_\_\_ No \_\_\_

6. Is there anything you would like to tell us about your experience with the CRA?

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For our records, we would like to know a few things about the nature of your complaint.

7. My complaint involved \_\_\_\_\_  
\_\_\_\_\_

8. I am: Male \_\_\_ Female \_\_\_\_\_

\_\_\_ African American \_\_\_ Asian American \_\_\_ Hispanic/Latino \_\_\_ Native American \_\_\_ White

\_\_\_ Under age 18 \_\_\_ 18-24 \_\_\_ 25-34 \_\_\_ 35 or older

Please return to the City Coordinator's Office, 350 South Fifth Street, Room 301M, Minneapolis, MN 55415, in the enclosed business reply envelope.

Thank you!

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**ANALYSIS OF THE QUALITY SERVICE AUDIT SURVEYS  
OF THE MINNEAPOLIS CIVILIAN REVIEW AUTHORITY**

**October, 1998 - February 4, 1999**

**\*\***

A Report to the Minneapolis Civilian Review Authority

By

Professor Samuel Walker, Ph.D.  
University of Nebraska at Omaha

With the Assistance of  
Leigh Herbst

February 26, 1999

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**EXHIBIT D**

## Summary

\*\*The QSA surveys indicate very high levels of satisfaction with the CRA.

\*\*Both citizens and police officers reported high levels of satisfaction with how they were treated by the CRA. Citizens were somewhat less satisfied with the outcome of their complaints, while officers indicated high levels of satisfaction with the outcomes.

\*\*Both citizens and police officers offered comments indicating they felt they were treated fairly. Several citizens offered expressed appreciation for the fact that someone cared about their problem and listened to them.

\*\*The major criticisms from citizens related to issues about the law and the police that are beyond the jurisdiction of the CRA. Several police officers stated that they did not think the CRA should take and investigate frivolous complaints.

\*\*The CRA is to be commended for undertaking this pioneering self-assessment effort. Because there is no comparable program in any other police department or citizen oversight agency, it is not possible to compare the CRA responses with those from any other agency.<sup>1</sup>

\*\* The one issue that might be considered for possible corrective action involves feedback of information about the status and outcome of cases. A small number of respondents (two citizens and three officers) expressed dissatisfaction because of a lack of information about their case. It is not clear where responsibility for this problem lies, but the CRA should see if improvements are necessary in its feedback process.

## Satisfaction with the CRA

The initial results of the CRA Quality Service Audit program indicate that both citizens and police officers are very satisfied with their experience with the CRA.

Among citizens who contacted the CRA, 79.3 percent agreed with the statement that they had a chance to tell their side of the story; 82.8 percent said the CRA staff member listened to

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<sup>1</sup> This statement is based on the author's research and forthcoming book on citizen oversight of the police, Citizen Complaints and Police Accountability.

them; and, 72.4 percent said they were treated with respect.<sup>2</sup>

Citizens indicated higher levels of satisfaction with how they were treated by the CRA than they did with the outcome of their case. Only slightly more than half (53.8 percent) felt that the outcome of their case was fair.<sup>3</sup>

Among Minneapolis police officers who were subject to complaint investigations by the CRA, 81 percent said they had a chance to tell their side of the story, 90.5 percent felt the CRA staff member treated them with respect, and 86.7 felt that CRA Board members treated them with respect.

Police officers were more satisfied with the outcome of their cases than were citizens. Eighty-nine percent of the officers indicated they felt the outcome of the case was fair.

The fact that both citizens and police officers express equally high rates of satisfaction indicate that the CRA is not perceived as being biased for or against one side.<sup>4</sup>

## **The Survey**

This report is based on a total of 50 QSA surveys returned between October 1, 1998 and February 4, 1999. This includes 29 surveys completed by citizens and 21 completed by Minneapolis police officers. Survey forms are given to officers interviewed as witnesses as well

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<sup>2</sup> In a study more than twenty years ago, Perez found that 85.7% of persons filing complaints through the Berkeley (CA) Police Review Commission thought the investigations were thorough, and 73.3 % thought they were fair. These ratings were far higher than the evaluations of five other complaint procedures. Perez's data involved only 11 respondents, however. No police officers were surveyed. The data are in Wayne Kerstetter, "Who Disciplines the Police? Who Should?," in W. A. Geller, eds., Police Leadership in America (New York: Praeger, 1985), pp. 168-169.

<sup>3</sup> The scholarly literature distinguishes between distributive justice (outcomes) and procedural justice (perceptions of the process). E. Allen Lind and Tom R. Tyler, the Social Psychology of Procedural Justice (New York: Plenum, 1988).

<sup>4</sup> To put this in context, it should be noted that in a series of focus groups with both complainants and police officers who had contact with the New York City Civilian Complaint Review Board, both groups felt that the process was biased against them. Michele Sviridoff and Jerome E. McElroy, Processing Complaints Against Police in New York City, 3 Vols. (New York: Vera Institute, 1998, 1989).

as officers who are the subject of complaints.

The surveys returned represent a low response rate. Surveys were sent to 174 citizens and 29 were returned, for a response rate of 17 percent. Surveys were sent to 81 police officers, and 21 were returned, for a response rate of 26 percent.

The low response rate is cause for concern but not alarm. Similar low response rates have been found in previous attempts to survey citizen complainants by mail. There have been no previous attempts to survey police officers subject to complaints by mail.<sup>5</sup>

The low response rate needs to be seen in the context of the high levels of satisfaction with the CRA process indicated by those who did respond. When the QSA process was being developed, there was concern that individuals who were unhappy (both citizens and police officers) would be most likely to take the time to complete the survey. This has not proven to be the case, and it is significant that the majority of individuals returning surveys expressed satisfaction with the process.

This report should be regarded as an interim report on the CRA's QSA program. The 50 returned surveys are sufficient for making a preliminary assessment of the program. At some point in the future a larger number of surveys will permit a more definitive assessment. A full year of activity should yield between 140 and 150 returned surveys which will allow greater confidence in the findings and also permit more detailed analysis of the responses (see "The Future," below).

## **Areas of Concern**

The QSA survey instrument was designed to collect comments about particular aspects of the CRA process. In particular, these comments may help identify problems that need to be corrected.

Citizens were asked what kind of assistance they received from the CRA. The most frequent response was that the CRA referred them to another agency for their problem (21.4 percent). Another 14.3 percent indicated that the CRA explained police procedure to them, and 7.1 indicated that the CRA explained the law to them. About one-third (35.7) indicated that they

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<sup>5</sup> A mail survey to 205 individuals who had filed complaints against the Albuquerque Police Department over a three year period produced a 27 percent response rate. Samuel Walker and Eileen Luna, A Report on the Oversight Mechanisms of the Albuquerque Police Department (Albuquerque: City Council, 1997), p. 94. In that survey, 61 percent indicated they were treated fairly, but 78 percent were unsatisfied with the outcome.

received two or more types of assistance from the CRA.

The QSA survey instrument contains an open-ended question asking citizens and police officers to “tell us about your experience with the CRA.”

One-third of the citizens (32 percent) offered statements indicating that the CRA had been helpful to them. Twenty-four percent offered statements that were critical of the CRA. Another 8 percent indicated that they would like to have received more information about the status or outcome of their case. Thirty-six percent offered statements critical of the police or the law.

Positive comments include the following: “It was helpful to know the law for the future – unfortunately nothing could be done about this case;” “I feel the CRA I spoke too [sic] was very caring and I felt very comfortable talking to her;” “the response was quick and they investigated right away;” “I really felt someone cared about my problem.”

These comments support the view that the role of an oversight agency such as the CRA involves providing assistance to citizens who believe they have a problem, and is not limited to investigating complaints against police officers.<sup>6</sup> Explanations about the law and police procedure, moreover, are more likely to be credible in the eyes of citizens when they are given by someone independent of the police department. Finally, as the cost-benefit analysis in the 1997 Redesign Team Report indicated, eliminating the CRA and transferring this function back to the Minneapolis Police Department would result in no budgetary savings.<sup>7</sup>

Negative comments included the following: “The outcome wasn’t fair. The complaint was dismissed due to lack of evidence;” “It is a big waste of time, effort, and money;” “I sincerely wish the CRA had jurisdiction over the [different agency].”

Slightly more than one-third (38.5 percent) of the police officers offered statements indicating they felt the CRA was fair. One officer (7.7 percent of the total) indicated that the CRA was unfair. Almost a quarter of the officers indicated they would like more information from the CRA about the status of the complaint investigation. Twenty-three percent indicated that they did not think the CRA should investigate frivolous complaints such as the one in their case.

Positive comments included the following: “the investigator was very fair and thorough with the investigation;” “I have never had any negative experiences with the investigators in \_\_\_\_\_

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<sup>6</sup> Walker, Citizen Complaints and Police Accountability.

<sup>7</sup> Minneapolis Civilian Review Authority, Redesign Team Report (Minneapolis: CRA, 1997), pp. 17-21.

trips to the CRA;” “My experiences have all been positive.”

Negative comments included the following: “CRA has become what it was established to fight;” “It’s amazing that a citizen can walk in and make a complaint on an officer without any investigation first;” “I don’t believe the CRA should take every frivolous complaint;” “I was never told the outcome of the hearing.”

It is understandable that officers would resent having frivolous complaints investigated. Two points should be made in response to this perception. First, the question of what constitutes a frivolous complaint is highly subjective. What appears frivolous to an officer does not necessarily appear frivolous to a citizen. Second, the alternative is to have some official make an early determination that a complaint is frivolous and to dismiss it. Some other complaint procedures, notably the New York City CCRB and the Los Angeles Police Departments, have been heavily criticized for screening out a high volume of complaints. This practice has raised serious questions about the credibility of the complaints process.<sup>8</sup>

## **Respondents**

Among the citizens completing the survey, 70.4 percent were over the age of 35. Only 7.4 percent were 24 years old or younger. Respondents were equally divided among males and females. African Americans were overrepresented among respondents. They represented 32.1 percent of citizens completing surveys, although they represent only 13 percent of the population of the City of Minneapolis. Native Americans and Asian Americans were represented among respondents in numbers equal to their representation in the city population.

Only 4.3 percent of the citizen respondents reported that their complaint involved excessive force. Inappropriate conduct was the most frequently cited reason for their complaint (39.1 percent), followed by failure to provide service (26.1 percent).

Among the police officers completing surveys, 90 percent were male and only 10 percent were female. White officers represented 77.8 percent of those completing surveys, followed by Asian Americans (16.7 percent) and African Americans (5.6 percent).<sup>9</sup>

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<sup>8</sup> Los Angeles Inspector General, Sixth Month Report (Los Angeles: The Police Commission, 1997), p. 15.

<sup>9</sup> The current composition of the Minneapolis Police Department is 15.7% female, 85% white, 6.2% African American, 3.5% Hispanic, and 2.6% Asian American, and 3% Native American.

Over half (55 percent) of the officers had less than three years experience on the police department. Thirty percent had between 3 and 10 years experience, while 15 percent had 11 years or more experience.

## **The Future**

In the future, when there are more returned surveys, it will be possible to explore a number of important issues. The most important involve the question of whether there are differences in the level of satisfaction by demographic characteristics. Are men and women equally satisfied with the CRA? Are racial and ethnic minority citizens as satisfied with the CRA as are white citizens? Are there differences based on the type of complaint? Are there significant differences among police officers? Are younger officers more or less satisfied than more experienced officers? And, finally, are there changes in the level of satisfaction over time.

At the current rate, it is anticipated that there should be between 140 and 150 surveys by the end of the first 12 months of operation. An analysis of those surveys should be able to address the questions mentioned above.

## **Conclusion**

The QSA surveys returned to date indicate that the CRA is doing an excellent job. Levels of satisfaction are extremely high among both citizens and police officers. Many volunteered favorable comments about the fairness of the process. Neither citizens nor police officers indicated any major problems in the CRA process.

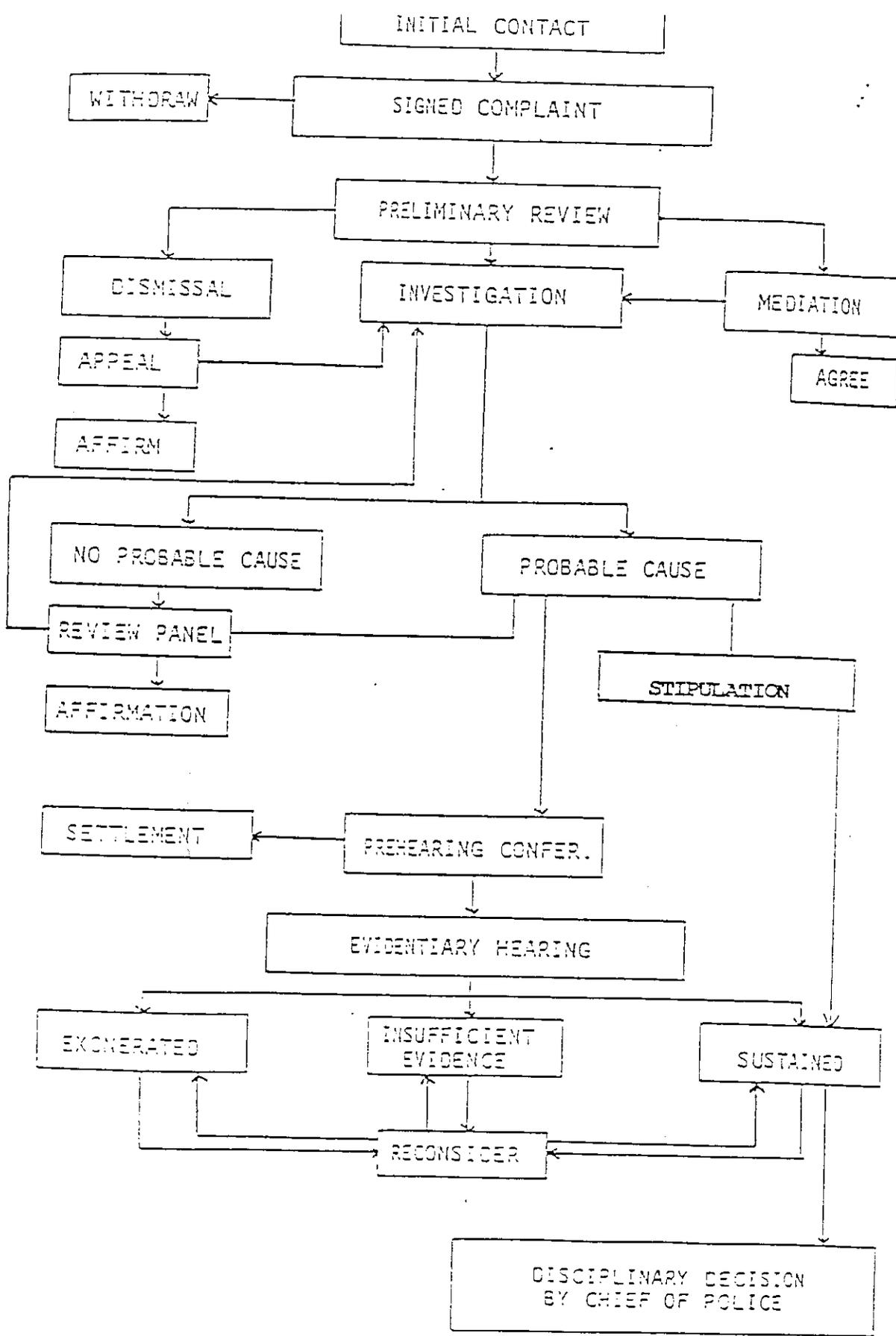
The CRA is to be commended for developing a pioneering self-assessment program that can serve as a national model.

## **THE COMPLAINT PROCESS**

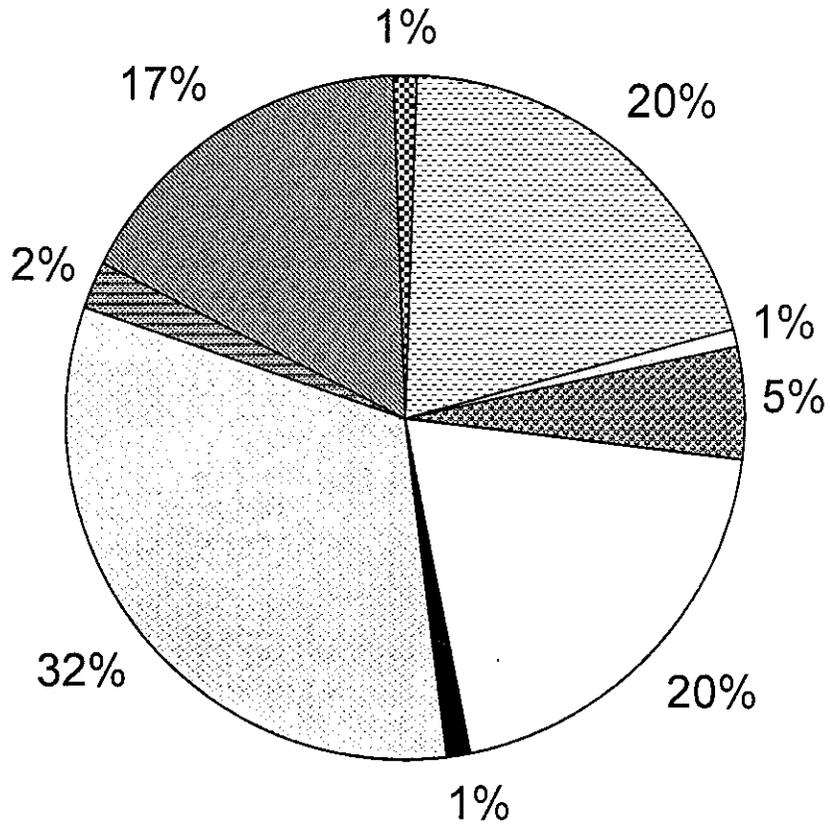
To file a complaint an individual contacts the CRA and is assigned an investigator. Any person who has personal knowledge of alleged misconduct on the part of an officer may file a complaint with the CRA. No complaint will be deemed filed with the CRA until it has been reduced to writing and signed by the complainant. Within thirty days of the date the signed complaint is filed, the Executive Director makes one of three decisions: 1) recommend the case for mediation; 2) dismiss; or 3) forward the case to investigation. If the case reaches the third stage, the investigator conducts a thorough investigation and makes a recommendation to the Executive Director of the CRA as to whether or not there is probable cause that misconduct occurred. The investigator is allowed 120 days from the date a complaint is signed to complete the investigation. The Executive Director then makes a determination on whether or not there is probable cause.

If probable cause is found, the Executive Director informs the Chairperson who appoints a Hearing Panel which usually consists of three Board members, with one member designated as chair of the panel. The panel chair holds a pre-hearing conference with the Executive Director, the officer, and the officer's attorney. At the pre-hearing the participants attempt to resolve matters about evidence and the scope of the hearing. The matter is then scheduled for an Evidentiary Hearing. The Executive Director of the CRA is the person who carries the complaint forward and argues on behalf of the complainant.

At the evidentiary hearing the Executive Director presents witnesses for the complainant and the officer has an attorney who represents the officer's defense on the complaint. After the hearing is concluded the panel deliberates privately. The panel makes a written finding of fact and determination as to whether the complaint is sustained or not. The matter is referred to the Chief of Police who makes the decision as to what disciplinary action will be taken, if any. When the Chief has made his decision, he must provide his reasons in writing to the Mayor and to the CRA.



**Alleged Victim by Race and Gender - 1998**

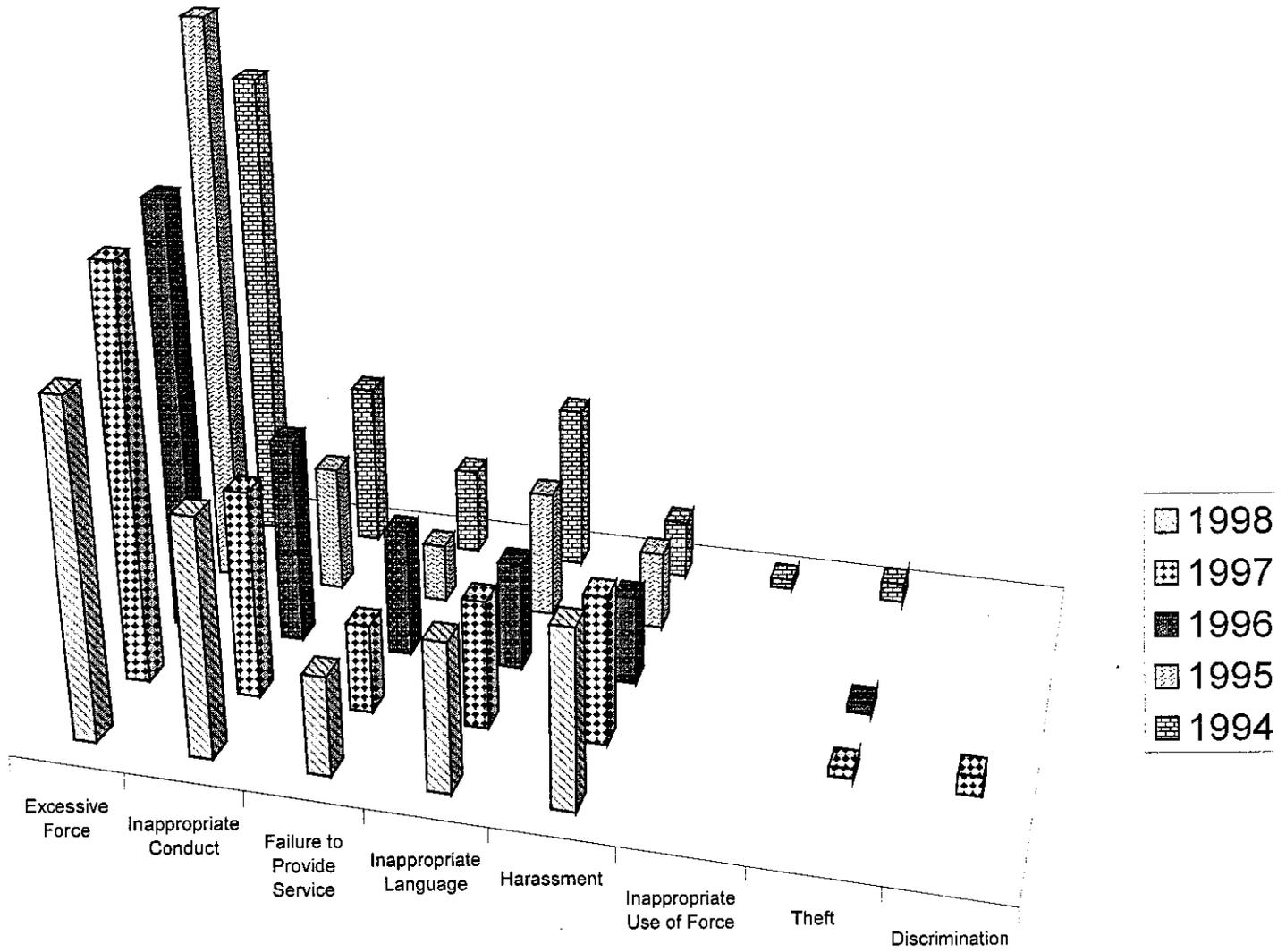


□ Black Male - 32%	▨ Asian Male - 2%	▩ Black Female - 17%
▧ Indian Female - 1%	▦ White Male - 20%	□ Indian Male - 1%
▤ Unknown Male - 5%	□ White Female - 20%	■ Unknown Female 1%

## ALLEGED VICTIMS BY AGE

<u>Age</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
16 or Under	15	14	9	14
17 to 20	22	15	18	12
21 to 25	25	21	27	14
26 to 34	57	36	46	43
35 to 45	29	42	53	28
46 and Over	19	14	23	18
Unknown	<u>6</u>	<u>5</u>	<u>5</u>	<u>2</u>
	173	147	181	131

# Types of Complaints



	Excessive Force	Inappropriate Conduct	Failure to Provide Service	Inappropriate Language	Harassment	Inappropriate Use of Force	Theft	Discrimination
1998	34%	24%	10%	15%	18%			
1997	42%	21%	9%	13%	15%		1%	2%
1996	44%	21%	13%	11%	9%		1%	
1995	58%	13%	6%	13%	8%			
1994	49%	17%	9%	17%	6%	1%	2%	

EXHIBIT G

## COMPLAINTS AGAINST OFFICERS BY AGE AND EXPERIENCE

### Age of Officer at the Time of the Incident

	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
21 and Younger	0	0	0	0
22-25 Years Old	6	3	3	13
26-30 Years Old	50	27	34	58
31-35 Years Old	63	46	49	36
36-45 Years Old	48	31	32	30
46+ Years Old	10	17	20	13
Unknown	<u>85</u>	<u>65</u>	<u>95</u>	<u>11</u>
	262	189	233	161

### Officers' Years on Minneapolis Police Department at Time of Incident\*

	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
Less Than 2 Years	18	22	24	31
2-5 Years	104	79	66	63
6-10 Years	61	44	77	38
11+ Years	20	16	29	18
Unknown	<u>55</u>	<u>31</u>	<u>37</u>	<u>11</u>
	258	192	233	161

\* Some officers have served on other police departments prior to coming to Minneapolis.

## COMPLAINTS BY PRECINCT - 1995-1997

Precinct	1995	1996	1997
	<u>Complaints</u>	<u>Complaints</u>	<u>Complaints</u>
2	15	9	14
3	45	37	46
4	64	26	39
5	21	29	19
Unknown	1	0	0
Downtown Command		26	39
Outside City	<u>    </u>	<u>  2  </u>	<u>  2  </u>
	146	129	159

## PRIMARY ALLEGATIONS BY PRECINCT\* - 1998

<u>Primary Allegation</u>	<u>DTC</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>OC**</u>	<u>Total</u>
Excessive Force	9	3	11	9	6	0	38
Language	3	4	6	2	2	0	17
Harassment	3	3	4	4	6	0	20
Theft	0	0	0	0	0	0	0
Discrimination	0	0	0	0	0	0	0
Lack of Service	4	1	3	2	1	0	11
Inappropriate Conduct	<u>  5  </u>	<u>  5  </u>	<u>  7  </u>	<u>  3  </u>	<u>  6  </u>	<u>  1  </u>	<u> 27  </u>
	24	16	31	20	21	1	113

\* Location of Incident

\*\* Outside City

The precincts vary by size and number of officers assigned. Following is the 1998 information on each precinct:

<u>Totals</u>	<u>DTC</u>	<u>Second</u>	<u>Third</u>	<u>Fourth</u>	<u>Fifth</u>	
Population Served*	21,158	66,979	116,370	66,822	97,054	368,383
No. of Officers	113	88	169	153	141	664
No. of Service Calls	55,493	50,066	125,674	101,413	81,902	414,548

\*1997 figures

## COMPLAINTS GENERATED THROUGH OFF-DUTY EMPLOYMENT

From April of 1993 through the end of 1994, 290 cases were filed with the CRA, 27 (**9 percent**) of which involved officers working in off-duty capacities. Approximately two-thirds of those complaints alleged use of excessive force. Others involved language, harassment, failure to provide service or inappropriate conduct.

In 1995, of 146 complaints, 7 (**5 percent**) involved officers working in off-duty capacities at 7 different locations. Six of those complaints (86 percent) alleged use of excessive force; one alleged inappropriate conduct.

Of 129 complaints filed in 1996, 11 (**9 percent**) involved officers working in off-duty capacities at 11 different locations. Six of those complaints (55 percent) alleged use of excessive force, four inappropriate conduct, and one inappropriate language.

Of 159 complaints filed in 1997, 7 (**4 percent**) involved officers working in off-duty capacities at 6 different locations. Four of those complaints (57 percent) alleged use of excessive force, two inappropriate conduct and one inappropriate language.

Of 113 complaints filed in 1998, 9 (**8 percent**) involved officers working in off-duty capacities at 9 different locations. Three of those complaints (33 percent) alleged use of excessive force, three harassment, two inappropriate conduct and one failure to provide service.

Complaints Referred to Mediation 1991 -1998

	Sent to Mediation	Successful Mediation	Unsuccessful Mediation	Mediation			Total	Determinations/ Cases Returned to Investigation	
				Refused by: Comp. Officer	Both	Unk			
1991	14	1	1 (NPC)	2	8	1	1	12	1 PC (Not Sustained) 3 Dismissals 6 NPC 2 Withdrawal
1992	27	6	1 (NPC)	5	10	5	0	20	2 PC (1 Sustained; 1 Not Sustained) 5 Dismissals 13 NPC
1993	11	2	0	5	3	1	0	9	1 Dismissal 8 NPC
1994	17	8	1 (NPC)	5	3	0	0	8	2 PC (Sustained) 5 NPC 1 Dismissal
1995	14	4	1 (NPC)	4	3	1	1	9	1 PC (Sustained) 7 NPC 1 Dismissal
1996	39	8	7 (4 PC; 3 NPC)	16	4	1	3	24	6 PC (4 Sustained; 1 Not Sustained) 15 NPC 3 Dismissals
1997	30	14	1 (NPC)	15	0	1	0	15	2 PC (2 Dismissals) 5 NPC 8 Dismissals
1998	39	13	2 (1 PC; 1 NPC)	18	5	2	1	26	1 PC 10 Dismissals 9 NPC 1 Withdrawal 5 Pending
Totals	191	56	14*	69	36	12	6	123	

• In these 14 cases the ultimate determination was 9 No Probable Cause and 5 Probable Cause. Of the 5 Probable Cause cases, 3 were sustained, 1 was not and 1 was dismissed.

**Successful Mediation 1991-1998**



**DISCIPLINARY ACTIONS  
RESULTING FROM CRA SUSTAINED COMPLAINTS  
as of December 31, 1998**

Of 28 sustained cases sent to the Chief of Police John Laux or Acting Chief Richard Schultz from January of 1992 through March 16, 1995, the Chief made disciplinary decisions as follows:

On ten cases that involved a sustained charge of **excessive force**, the discipline on **four cases** was **letters of reprimand**, on **one case** a **10-day suspension without pay**, and on **another case** a **one-day suspension without pay**. **No discipline** was imposed in four cases.

On one case that involved sustained charges of **excessive force and harassment**, the discipline was **Use of Force Training**.

On three cases that involved sustained charges of **excessive force and language**, a **letter of reprimand** was imposed in one case, **no discipline** was imposed on another, and an **18-day suspension without pay (5 hard; 15 soft)** was imposed on the third.

On eight cases that involved a sustained charge of **language**, the discipline in **six cases** was a **letter of reprimand**, in another case a **three-day suspension without pay and additional training**, in another a **one-day suspension without pay**, and in the remaining case **no discipline** was imposed.

On one case that involved sustained charges of **language and harassment**, the discipline on the language charge was a **letter of reprimand**. **No discipline** was given on the harassment charge.

On four cases that involved a sustained charge of **harassment**, the discipline in one case was a **letter of reprimand** and in the other three **no discipline** was imposed.

On one case that involved a sustained charge of **inappropriate conduct**, the discipline was an **18-day suspension without pay (3 hard; 15 soft)**.

Since becoming Chief of Police on March 17, 1995, Chief Robert Olson has made the following disciplinary decisions on 29 sustained cases:

On two cases that involved **excessive force**, the discipline was a **one-day suspension without pay and a letter of reprimand**.

On one case that involved **excessive force and language**, the discipline was a **letter of reprimand**.

On one case that involved **excessive force, language and harassment**, the discipline was a **five-day suspension without pay**.

On one case that involved **excessive force and failure to provide adequate or timely police protection**, the discipline was **one letter of reprimand on the excessive force and two verbal corrections on the failure to provide**.

(Two officers were involved in this case).

On one case that involved **excessive force, language, harassment and inappropriate conduct**, the discipline was **24 hours leave without pay and no off-duty work for six months**.

On six cases that involved **language charges**, the discipline was **two verbal warnings, one one-day suspension without pay, one 24-hour suspension, and three letters of reprimand**. (Two officers were involved in one case.)

On one case that involved **language and failure to provide adequate or timely police protection**, the officer was charged with an "A" violation.

On four cases that involved **failure to provide adequate or timely police protection** the discipline was **one verbal warning, one counseling/training, one letter of reprimand one corrective action**.

On two related cases that involved **failure to provide adequate or timely police protection**, the discipline for the one officer was a **40-hour suspension, no off-duty employment for three months, and additional training**.

On ten cases that involved **inappropriate conduct**, the discipline was **one verbal reprimand, three letters of reprimand, one corrective action and six one-day suspensions without pay**. (Two officers were involved in one case.)

## **BIOGRAPHIES OF CURRENT CRA BOARD MEMBERS**

**Lucille Anderson** - Anderson grew up in North Minneapolis and graduated from North High School. She received her Bachelor of Arts from the University of Minnesota and later took graduate courses at Boston College. Anderson has a broad base of experience in working with the community and the police. She began her career working for the Hennepin County School for Girls. Later she spent three years in Boston working with first offenders. For six years, she worked as a probation officer in New York and then for almost five years was a parole agent there. She worked with the U.S. Federal Marshall and the Boston police during the busing riots. Anderson later worked as a social worker in Los Angeles for the Department of Children's Service on the foster care Emergency Response Team. She also volunteered for about two years at the Hennepin County Domestic Abuse Project.

**Kenneth Beck** - A Board Member since 1994, Beck is a graduate of Washburn High School and Hamline University, with post graduate studies at Garrett Theological Seminary, Northwestern University and St. John's University. He was a minister of United Methodist Churches from 1946-1987, a staff member of Hamline University from 1987-1992, and remains active in many church and community organizations, including school board, anti-poverty program, council of churches. Beck serves on the CRA Board because he believes it assists in creating both the perception and the reality of a safer community in the City he loves.

**Robert Boughton** - The longest serving CRA Board Members, Boughton was among the original members appointed in 1990 and served as Chair during the CRA's formative years. He currently serves as Vice Chair. He has a Bachelor of Arts degree from Chicago Teachers College, a Master Degree from the University of Minnesota and a Specialist Degree in Education Police and Administration from the University of Minnesota. With over 25 years of teaching experience, he has taught in the Minneapolis Public Schools for the past 12 years. He has also been a Minneapolis Park Police Agent for those 12 years. He is certified Bilingual/Bicultural (Spanish). Boughton, father of six, has lived in Minneapolis for 20 years.

**Brian Gorecki** - Active in various community organizations for a number of years, Gorecki has served for the last eleven years as his Block Club Leader. He has participated in numerous political action committees and has worked with the CCP/SAFE Team to create and help to implement strategies to deal with problem properties. He has also been a community organizer and was Housing Director for the Northside Residents Redevelopment Council. Gorecki has also participated in police training which focused on police procedures during forced-entry drug raids.

**Daryl E. Lynn** - A life-long resident of Minneapolis and father of six, Lynn served as one of the original CRA Investigators from 1991 through 1993. A Board member since 1995 and Chair since 1996, Lynn is a graduate of the Minneapolis Police Department's Citizens Academy. He is currently the Assistant Ombudsman for Corrections for the State of Minnesota. He has also worked for the State Public Defender's Office, Operation DeNovo, Project Remand, and the County Home School in Minnetonka. Lynn has a Bachelor of Science Degree in Sociology, with emphasis in Criminal Justice, from Mankato State University.

**Mark Matthews** - A native of Allentown, Pennsylvania, Matthews has been a proud resident of the City of Minneapolis for the last 20 years. He holds a doctorate in philosophy from the University of Minnesota where he specialized in the history of philosophy, political philosophy, and ethics. He is currently a tenured professor of philosophy at Metropolitan State University where he is responsible for university-wide instruction in various fields of professional ethics. Among his professional ethics teaching, Dr. Matthews teaches courses in police and criminal justice ethics to both current and future criminal justice officers in the university's School of Law Enforcement. He is a national and local lecturer in both philosophy generally and in police and criminal justice ethics more specifically. He has served as a consultant for several local police agencies in offering their officers continuing education training in police ethics. He is a graduate of the Minneapolis Police Department's Citizen's Academy and began his four-year term as a board member of the Minneapolis Civilian Police Review Authority in November of 1977. He is the proud father of two daughters, Matthea and Zoe, ages five and four and sees his work on the CRA as part of a sustained, personal commitment to make the City of Minneapolis a more livable and decent place for both his own children and the children of others.

**Amy YellowThunder** - A member of the CRA Board since March of 1996, YellowThunder lives with her three children in the Longfellow Neighborhood of South Minneapolis. For the past four years she has worked as a Dispositional Advisor in the Ramsey County Public Defender Office. Prior to that she was a Hennepin County Juvenile Probation Officer. She also has 15 years experience working in the chemical dependency field.

**BOARD MEMBERS  
SERVING DURING 1998**

Lucille Anderson	4/94 to Present
Kenneth Beck	9/94 to Present
Robert Boughton, Vice Chair	6/90 to Present
Brian Gorecki	5/94 to Present
Daryl E. Lynn, Chair	3/95 to Present
Mark Matthews	11/97 to Present
Amy YellowThunder	3/96 to Present

**STAFF MEMBERS DURING 1998**

Patricia J. Hughes	Executive Director
David M. Awker	Investigator
Gerald E. Dexter*	Investigator
Michael L. Johnson**	Investigator
Robin M. Lolar	Investigator
Jackie Hillestad	Program Assistant
Sharon Pelka	Clerk Typist II
Marsha Rode	Clerk Typist II

\* Resigned June 1998

\*\* Hired August 1998

Report Prepared by the Civilian Police Review Authority, March 1999

Patricia J. Hughes

Sharon Pelka