

2000 ANNUAL REPORT
MINNEAPOLIS CIVILIAN POLICE
REVIEW AUTHORITY

Minneapolis Civilian Police Review Authority (CRA)
300 South Fourth Street
Suite 700 Grain Exchange Building
Minneapolis, Minnesota 55415-1124
(612) 673-5500

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.**

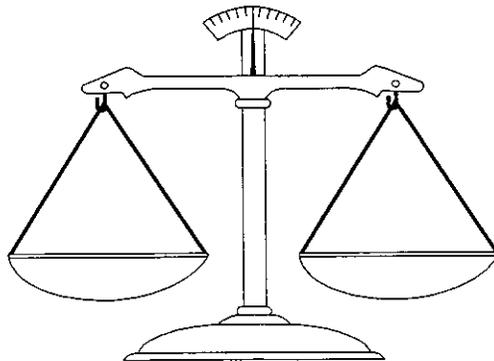


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GOALS

- ▶ 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 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.
- ▶ Increasing trust between the police and the community.

DIRECTOR'S FORWARD

I am pleased to submit the Minneapolis Civilian Police Review Authority's (CRA's) 2000 Annual Report. With over 100 civilian oversights in the United States, the CRA is considered a national model of oversight by experts in the field. In Professor Samuel Walker's book, *Police Accountability, The Role of Civilian Oversight*, which is the first comprehensive study of oversight agencies in the United States, the CRA is recognized throughout the book as having a credible record of accomplishments.¹ In a United States Department of Justice report on "Principles for Promoting Police Integrity," the CRA was named as one of five "Meaningful Civilian Oversights " in the nation.²

During 2000 there were approximately 800 contacts with the CRA on possible complaints. One hundred two (102) of those contacts resulted in formal complaints which were investigated or mediated. Seventy-one percent (71%) of the alleged victims in these complaints were people of color. (See Exhibit E). It is important to note that assistance with the several hundred cases that did not reach the formal complaint stage represents a significant part of the CRA's role.

According to Professor Samuel Walker, providing customer assistance for noncomplaint contacts is an important function of an oversight agency.³ Customer assistance activities include providing the citizen with information about the law and police procedures, direct assistance through referrals and listening, or as Professor Walker describes it, "peacekeeping."⁴ Professor Walker states, "It seems reasonable, in the interest of maintaining an orderly society, that there be some person or agency who can provide the information that will help to resolve the person's distress." Professor Walker believes that an oversight agency can be more effective because of its independence from the police department and "the explanation will not be automatically self-serving."⁵

The CRA provides a fair and impartial process for review of citizen complaints of misconduct by Minneapolis police officers where all parties are treated with respect. This independent process protects the public and individual officers of the Minneapolis Police Department who may be involved in such complaints. Impartial investigations and mediation, in appropriate cases, strengthen public confidence in the police. In addition, the CRA provides the MPD with information for their Early Warning System which identifies officers who receive three citizen complaints in any twelve month period. This information allows the police department to monitor officers' actions, identify potential problem officers and implement an intervention strategy to correct problematic behavior.

In 1998 the CRA was the first civilian oversight in the nation to monitor the quality of its performance. "The Minneapolis CRA Quality Service Audit: A Two-Year Report, 1998-2000" (See Exhibit C) indicates that the CRA continues to receive high ratings from both citizens and police officers, and is perceived as being fair and not biased toward one side or the other.

The goal of oversight is to have professional law enforcement that gives all citizens the feeling that they are being treated fairly, equally and with respect. The CRA has made a positive contribution to enhancing police accountability. One of the most fundamental principles of our democratic society is the guarantee to all persons of equal protection under the law. We must continue to work together to ensure that effective law enforcement includes protection of civil rights for everyone.

Respectfully submitted,



Patricia J. Hughes
Executive Director

¹ Samuel Walker, Police Accountability: The Role of Citizen Oversight (Belmont: Wadsworth, 2001), 14, 38, 43, 72, 89, 91, 93, 109, 120, 127, 133, 147, 151, 160, 181, 185.

² United States Department of Justice, Principles for Promoting Police Integrity: Examples of Promising Police Practices and Policies (Washington, D.C.: GPO, 2001), Appendix 1, 3.

³ Walker, 91.

⁴ Walker, 92.

⁵ Walker, 92, 93.

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.

**MINNEAPOLIS CODE OF ORDINANCE
TITLE 9, CHAPTER 172**

FIRE AND POLICE PROTECTION:

CIVILIAN POLICE REVIEW AUTHORITY

172.10 Civilian police review authority established. There is hereby created a Minneapolis Civilian Police Review Authority for the purpose of investigating allegations of misconduct on the part of officers of the Minneapolis Police Department and making findings of fact and conclusions based upon those findings of fact. The review authority shall hire its own administrative and investigative staff. This staff shall include an executive director who shall be an attorney-at-law. Investigators hired by the review authority shall be civilians who have prior experience or training as investigators. "Civilian," for the purpose of this section, is a person who is not now, or has ever been a sworn officer of the Minneapolis Police Department. (90-Or-043, §1, 1-26-90; 90-Or-188, §1, 7-27-90)

172.20. Scope of authority. The review authority shall receive complaints that allege misconduct by an individual police officer or officers, including, but not limited to, the following:

- (a) Use of excessive force;
- (b) Inappropriate language or attitude;
- (c) Harassment;
- (d) Discrimination in the provision of police services or other discriminatory conduct on the basis of race, color, creed, religion, ancestry, national origin, sex, affectional preference, disability or age;
- (e) Theft;
- (f) Failure to provide adequate or timely police protection. (90-Or-043, §1, 1-26-90)

172.30. Composition. The review authority shall be comprised of seven (7) members, four (4) of whom shall be appointed by the city council, and three (3) of whom shall be appointed by the mayor, subject to the approval of a majority of the city council (7). The members shall serve for terms of four (4) years, except that in 1990, three (3) members shall be appointed for four (4) years, two (2) members appointed for three (3) years and two (2) members appointed for two (2) years. From the members, a chairperson of the review authority shall be appointed by the mayor, for a term of two (2) years, subject to the approval of a majority of the city council. All members shall continue to serve until their successors have been appointed. (90-Or-043, §1, 1-26-90)

172.35. Compensation - Limitation. Each member shall be paid fifty dollars (\$50.00) for each day when the member attends one or more meetings or hearings, or provides other services as authorized by board rule, and shall be reimbursed for expenses incurred in the performance of duties in the same manner and amount as other city boards and commission members.

The total amount of per diem and reimbursable expenses payable under this section shall not exceed the total annual budget allocation for such costs. (90-Or-188, §2, 7-27-09; 92-Or-029, §1, 3-13-92)

172.40. Review authority - Duties.

- (a) Rulemaking notice and hearing. The review authority shall adopt rules governing its operation. All rules, and any amendments thereto, except rules governing the review authority's internal operations, shall be enacted after a public hearing, at which interested persons may present written and oral evidence. The review authority shall consult with the chief of police in developing these rules. The review authority shall, at least thirty (30) days prior to the date set for the hearing, give notice of its intention to adopt rules by publishing notice of the proposed rule, the date and location of the hearing.
- (b) Hearing Procedure. Rulemaking hearings shall be presided over by the chairperson of the review authority. The chairperson shall ensure that all persons involved in the hearing are treated fairly and impartially. After hearing and considering evidence, the review authority may choose to enact the proposed rule, enact an amended rule, or to not enact a rule. If the review authority chooses to enact a rule, the review authority shall enter into the record any written exhibits in support of the rule, along with a brief statement explaining why the review authority has adopted the rule and shall submit such rule for approval by a majority of the city council.
- (c) The review authority may enact additional rules for its internal operation. These rules need not be enacted subsequent to a public hearing nor be submitted to the city council for approval. Such rules shall be procedural rather than substantive and shall not have a direct impact on the rights of officers of the Minneapolis Police Department.
- (d) The review authority shall cooperate with the chief of police in developing *Garrity v. New Jersey*, 385 U.S. 493 (1967) and *Gardner v. Broderick Police Commission NY*, 392 U.S. 273 (1968) procedures. (90-Or-043, §1, 1-26-90)

172.50 Meetings. The review authority shall meet once every month at a regularly scheduled time and place for the purpose of conducting evidentiary hearings and/or to conduct any other business necessary to the operation of the review authority. The review authority may meet at such additional times and places deemed necessary by its members, or on the call of the chairperson. (90-Or-043, §1, 1-26-90)

172.60 Members - Removal. Any member of the review authority may be removed for incompetence, neglect of duty, misconduct or malfeasance by vote of a majority of the city council and approval of the mayor. Any vacancy occasioned by resignation, death, or removal of a member shall be filled for the balance of the unexpired term by appointment by the appointing authority subject to approval of a majority of the city council. (90-Or-043, §1, 1-26-90)

172.70 Complaint filing. Any person who has personal knowledge of alleged misconduct on the part of a

Minneapolis Police Officer may file a complaint with the review authority by submitting said complaint at locations to be determined by the review authority. The review authority shall select at least one location for the receipt of complaints that is not affiliated with the Minneapolis Police Department, nor staffed by Minneapolis Police Department employees. (90-Or-043, §1, 1-26-90)

172.80 Preliminary review. Within thirty (30) days of the date that a complaint was filed, the review authority shall make a preliminary review of each complaint and determine whether an investigation of the alleged misconduct is warranted, whether the matter shall be mediated or whether no further action is necessary. This decision shall be made in accordance with the rules promulgated by the review authority. The rules and guidelines shall provide some discretion to the executive director to begin investigations in lieu of a preliminary review. All complaints shall be kept on file regardless of whether an investigation is initiated. (90-Or-043, §1, 1-26-90)

172.90 Investigations. If the review authority determines that further investigation is warranted, the complaint shall be investigated by an investigator selected and hired by the review authority. Such investigation shall be completed within one hundred and twenty (120) days of the date that the complaint was filed. The review authority may once extend this deadline by an additional sixty (60) days, with a written explanation of the reason(s) for the extension. The application of this deadline may be held in abeyance during such time as the review authority determines that an investigation might impede or harm a criminal investigation. (90-Or-043, §1, 1-26-90)

172.100 Evidentiary hearings. Upon the completion of the investigation of a complaint, the review authority may dismiss, with the filing of written reasons for the dismissal, the complaint for lack of merit or conduct an evidentiary hearing. At an evidentiary hearing, the review authority shall weigh and consider all reliable and credible evidence presented. The review authority shall make reasonable efforts to commence and complete evidentiary hearings within sixty (60) days of the completion of the investigation. The chairperson of the review authority shall appoint a panel of one (1), three (3), five (5) or seven (7) members to conduct such evidentiary hearing. The chairperson of the review authority shall designate a chairperson of each panel. The executive director shall present evidence to the panel. The employee may present evidence and conduct cross-examination of witnesses. No person other than the director or the employee, or their attorney or agent, may participate in the conduct of the hearing. (90-Or-043, §1, 1-26-90)

172.110 Subpoena power. The chairperson of the review authority may compel the presence of witnesses and/or documents at evidentiary hearings by applying to the Hennepin County District Court for subpoenas. The chairperson may also apply to the district court to punish a person who disobeys a subpoena obtained at the chairperson's request, in like manner as a contempt proceeding is initiated in Minnesota District Courts. This section shall become effective after charter or legislature authorization. (90-Or-043, §1, 1-26-90)

172.120 Requirement of cooperation by the Minneapolis Police Department and all other city employees and officials with the review authority. The Minneapolis Police Department and all other City of Minneapolis employees and officials shall, except as expressly prohibited by law, respond promptly to any and all reasonable requests for information, for participation in evidentiary

hearings, and for access to data and records for the purpose of enabling the review authority to carry out its responsibilities under this chapter. The failure by any official or employee of the Minneapolis Police Department or by an other City of Minneapolis employee or official to comply with such requests for information, participation, or access shall be deemed an act of misconduct. (90-Or-043, §1, 1-26-90)

- 172.130 Findings of fact and determination.** Within thirty (30) days of the completion of an evidentiary hearing, the review authority shall issue a written report containing findings of fact and a determination of whether the complaint is sustained. This report shall be made public when permitted by the Minnesota Government Data Practices Act, Chapter 13 of Minnesota Statutes. When a complaint is sustained, the findings of fact and the determination shall be submitted to the chief of police, who shall make a disciplinary decision based upon this information. The chief of police shall provide the review authority and the mayor with a written explanation of the reason(s) for his/her disciplinary decision. (90-Or-043, §1, 1-26-90)
- 172.140 Confidentiality.** The members, staff, and contractors of the review authority shall comply with all of the provisions of the Minnesota Government Data Practices Act, Chapter 13 of Minnesota Statutes. All members, staff, and contractors of the review authority shall sign a contract agreeing to comply with the provisions of the Minnesota Government Data Practices Act, currently Chapter 13 of Minnesota Statutes. In return, the city will afford to such member, staff, or contractor the same legal protection that any other agent or employee of the city receives who performs duties within the scope of employment. (90-Or-043, §1, 1-26-90)
- 172.150 Notice to parties.** The review authority shall notify the complainant(s) and police officer(s) in a timely fashion of the status or disposition of the complaint in conformance with Chapter 13 of Minnesota Statutes. (90-Or-043, §1, 1-26-90)
- 172.160 Period of limitation.** No person may file a complaint with the review authority if one year has elapsed since the alleged misconduct. (90-Or-043, §1, 1-26-90)

NUMBERS AND TYPES OF COMPLAINTS

During 2000 the Civilian Review Authority received 102 signed complaints. A citizen's allegations are counted as a complaint only after an investigator interviews the complainant in detail, drafts a formal complaint, submits it to the complainant and the complainant then signs and returns the formal complaint to the CRA Offices. The CRA had approximately 800 contacts with the public on possible complaints in 2000 (Exhibit A) and as of March 15, 2001 disposition has occurred on 783 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, but is satisfied to be able to report the incident to a neutral party. 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.

Seventy-one percent of those who are the alleged victims of complaints filed with the CRA are people of color. Fifty-four percent of the alleged victims are under age 35. (See Exhibit E.)

Thirty-five percent of the complaints alleged excessive force as their primary characteristic. The next three primary complaints, in their order of frequency, were inappropriate conduct (29%), inappropriate language (12%) and failure to provide adequate or timely police protection (10%). This category has dropped from 1991 when 61% of the cases were alleging excessive force. A graph showing the types of cases received by the Civilian Review Authority each year since 1996 is attached as Exhibit F.

Forty-five percent of the officers with complaints whose ages are known are between 25 and 31 years of age. Sixty-five percent of the identified officers have been on the force for less than six years. See Exhibit G.

Civilian Police Review Authority

Caseload Report

As of 12/31/00

Reporting From 03/20/91 To 12/31/00

Signed Complaints	1373
Completed Cases	
Successful Mediations	75
Dismissals	302
No Probable Cause	837
Probable Cause	116
Withdrawal	16
Pending Cases	
On Hold	0
In Mediation	1
In Investigation	26
Completed Investigation Awaiting Review	0
Number of Cases Ever Sent to Mediation	253
Status of Hearings	
Hearings to be Scheduled	1
Hearings Scheduled	0
Hearings Held or Other Disposition	116
Status of Cases Where Probable Cause was Found	
Decisions Pending	0
Not Sustained	5
Not Sustained, Insufficient Evidence	9
Not Sustained, Exonerated	11
Dismissed	17
Mediated	8
Stipulated To Sustain	27
Sustained	41
Total Successful Mediations	83
Total Sustained Cases	<u>68</u>
	151

Of 14 decisions made in 1998 and 1999 on cases where probable cause was found, three cases were sustained through hearings, three cases were sustained by stipulation, three cases were mediated, one case was not sustained, insufficient evidence and four cases were dismissed. Of the six decisions made in 2000, four cases were sustained through stipulation, and two cases were dismissed.

In 2000, probable cause was found in 4 cases. Eight cases were successfully mediated in 2000.

Since 1993 67 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**.

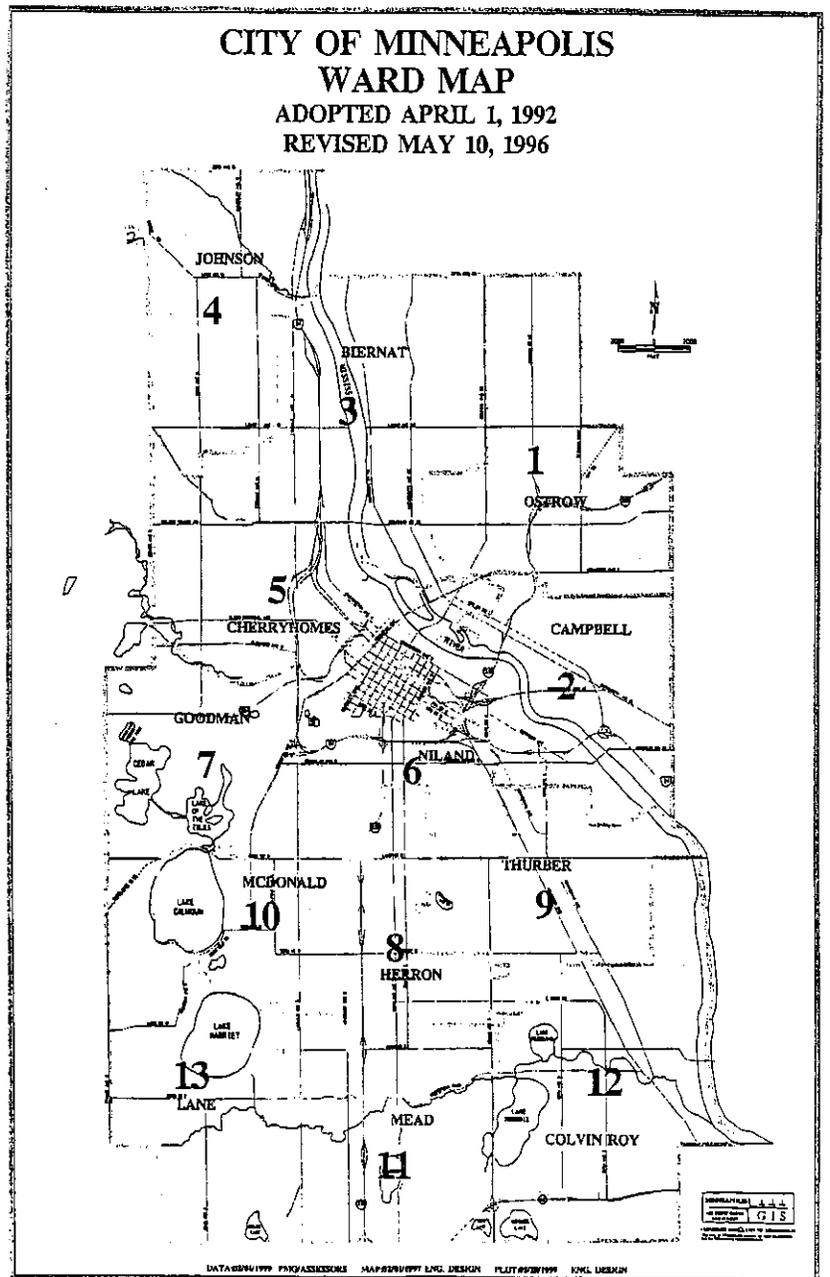
CONTACTS REGARDING POTENTIAL COMPLAINTS

<u>Month</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
January	60	37	28	58	54
February	56	47	54	58	68
March	49	57	66	63	78
April	59	57	64	74	54
May	65	53	61	76	78
June	59	67	70	73	77
July	50	84	82	82	79
August	70	59	71	104	81
September	70	80	69	60	72
October	68	57	66	80	70
November	49	51	55	59	47
December	<u>47</u>	<u>66</u>	<u>56</u>	<u>72</u>	<u>37</u>
	711	715	742	859	795

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

Complaint Intake by Ward

Ward 1	30
Ward 2	28
Ward 3	61
Ward 4	49
Ward 5	66
Ward 6	95
Ward 7	26
Ward 8	65
Ward 9	46
Ward 10	29
Ward 11	16
Ward 12	19
Ward 13	11
Non-resident complainants	254



OUTCOME OF CONTACTS REGARDING POTENTIAL COMPLAINTS - 2000

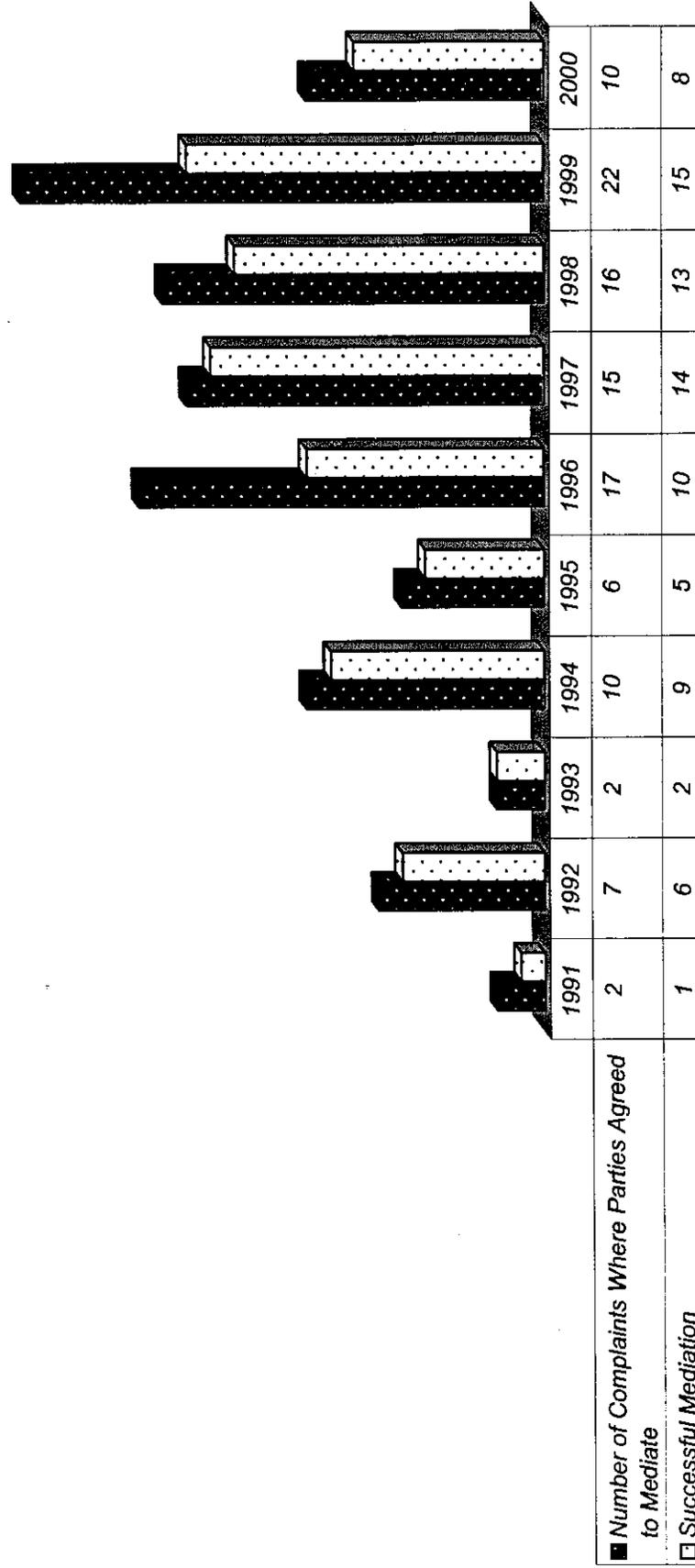
Advised	91
Assisted	57
Complainant Location Unknown	2
Minneapolis Police Department Referred and Handled	31
No Basis	125
No Contact (no answer, no machine, wrong number, etc.)	70
No Complainant Follow-Up	85
No Response	124
No Wish to File	41
Pending	12
Referred	44
Complaint Sent for Signature	<u>113</u>
	795

COMPLAINTS REFERRED TO MEDIATION 1991 - 2000

Year	Sent to Mediation	Successful Mediation	Unsuccessful Mediation	Mediation Refused by: Complainant	Officer	Both	Unknown	Total	Determinations of Cases returned to investigation:
1991	14	1	1 (NPC)	2	8	1	1	12	1 PC (Not Sustained) 3 Dismissals 6 NPC
1992	27	6	1 (NPC)	5	10	5	0	20	2 Withdrawals 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	18	9	1 (NPC)	5	3	0	0	8	2 PC (Sustained) 5 NPC
1995	15	5	1 (NPC)	4	3	1	1	9	1 Dismissal 1 PC (Sustained) 7 NPC
1996	41	10	7 (4 PC; 3 NPC)	16	4	1	3	24	1 Dismissal 6 PC (4 Sustained; 1 Not Sustained) 15 NPC
1997	30	14	1 (NPC)	13	0	2	0	15	3 Dismissals 2 PC (2 Dismissals) 5 NPC
1998	39	13	3 (2 NPC; 1 Dismissal)	16	5	2	0	23	8 Dismissals 2 PC (1 Sustained; 1 Dismissed) 9 Dismissals 11 NPC
1999	36	15	7 (1 PC; 3 NPC; 3 Dismissals)	13	1	0	0	14	1 Withdrawal 8 Dismissals 6 NPC
2000	22	8	2 (2 NPC)	12	0	0	0	12	4 NPC 6 Dismissals 2 Pending
Totals	253	83	24*	91	37	13	5	146	

In these 25 cases the ultimate determination was 5 Probable Cause, 15 No Probable Cause and 4 Dismissals. Of the 5 Probable Cause cases, 3 were sustained and 2 were not.

Successful Mediation 1991-2000



**THE MINNEAPOLIS CRA QUALITY SERVICE AUDIT:
A TWO-YEAR REPORT, 1998 - 2000**

A Report to the Civilian Review Authority

by

Professor Samuel Walker

and

Leigh Herbst

Department of Criminal Justice

University of Nebraska at Omaha

February 2001

INTRODUCTION

The Minneapolis CRA continues to receive very favorable ratings from the people it serves, including both citizen complainants and Minneapolis police officers. Over 87 percent of both citizens who filed complaints and officers subject to complaints between 1998 and 2000 report that they “had a chance to tell their side of the story.” At the same time, 81 percent of complainants and 87 percent of police officers feel they were treated with respect by the CRA.

These ratings are particularly high when compared with evaluations of other citizen oversight agencies. An evaluation of the New York City Citizen Complaint Review Board (CCRB), for example, found that both citizens and police officers were extremely critical of the complaint process.¹

The fact that both citizens and police officers give the CRA high ratings indicate that the CRA is perceived as being fair and not biased toward one side or the other.

THE QSA PROCESS

The Quality Service Audit process is a model program for systematically soliciting customer feedback on the citizen complaint process. The QSA surveys can identify problems in the delivery of services and suggest needed corrective action. The Minneapolis CRA was the first citizen complaint agency to establish such a program. Other agencies are currently considering developing similar programs.²

Customer satisfaction with the complaint process is an extremely important issue. Complaint procedures, whether operated by police internal affairs units or external citizen complaint agencies, have several different goals.³ One is to conduct fair and thorough investigations of complaints. Another is to provide a satisfactory experience for both complainants and police officers. Regardless of the ultimate outcome of a complaint, people on both sides of a complaint investigation should feel that they were treated fairly and with respect and that the investigation was thorough and fair. In short, the perception of fair treatment is extremely important.

THE DATA

This report includes an analysis of returned surveys for the first two years of the QSA system (fall 1998 - fall 2000). The surveys include 203 from citizens --36 citizens who filed sworn complaints that were investigated and 167 from citizen who contacted the CRA but did not file a complaint (referred to here as "pre-complainants")-- and 121 surveys from police officers.

As noted in a report on the survey's from the first year, low response rates from citizens continue to be a problem. The response rate from citizen complainants is about 15 percent, and about 12 percent from citizen pre-complainants. The response rate from police officers, however, is about 50 percent. The different rates for citizens and police officers are understandable. The QSA process is completely voluntary and citizens have no clear incentive for answering the survey. The majority of citizens are busy, probably feel that they are not likely to file a complaint in the future, and consequently probably feel they have little to gain from completing the survey.

Police officers, on the other hand, as employees of the city, and as persons who may face another complaint in the future, have a continuing interest in the CRA and the complaint process.

A second problem with the data is that there is evidence that some respondents did not fully understand certain questions. With regard to questions related to CRA Board hearings, for example, it appears that more respondents indicated they had a hearing than the total number of hearings actually held during the period. It is possible that some respondents understood that an interview by a CRA staff member was a “hearing.” Consequently, the responses on these questions are not discussed in this report.

Despite these problems, the CRA surveys provide useful and reliable information on the general perceptions of the CRA on the part of both citizens and police officers. The basic questions of concern to the citizens of Minneapolis, public officials, the CRA, and the Minneapolis Police Department are: (1) Are people served by the CRA generally satisfied with their experience?, (2) Do people served by the CRA perceive it to be fair and unbiased?, (3) Are there any significant differences in the perceptions of citizens and police officers?

The QSA Survey data are analyzed in the following manner.

Returned citizen forms are divided among “complainants,” individuals who filed a signed complaint that was investigated by the CRA, and “pre-complainants,” individuals who contacted the CRA about a problem but who ultimately did not file a signed complaint.

Returned police officer forms are analyzed first in terms of all officers. A separate analysis is done for those officers whose complaint involved a formal hearing before the CRA Board. This sub-group involves only those complaints where the CRA staff found probable cause. For those complaints where the staff did not find probable cause, the officer would not

have any contact with the Board.

Caution needs to be exercised in interpreting the results in several categories because of the small number of responses. The total number of citizen complainants is only 36. Moreover, this includes only 13 women, twelve African Americans, 3 Hispanics, and 1 Asian American. The police officer surveys include only 8 female officers, 6 African Americans, 8 Asian Americans, 2 Hispanics, and 2 Native Americans. Only 13 officers who had a hearing before the CRA Board and only 18 who accepted mediation returned surveys. The small numbers in these and other categories do not permit sophisticated statistical analysis. The returned surveys do, however, provide useful data on general patterns of experiences with the CRA.

FINDINGS

A. CITIZENS

1. Citizen Complainants

Citizen complainants give the CRA extremely high ratings. For the two year period, 86 percent say they had a chance to tell their side of the story (Figure 1) and 83 percent say they were treated with respect (Figure 2). There are only slight variations between the first and second year responses.⁴

Citizens were somewhat less happy with the outcome of the CRA process than they were with the process itself. Only 37 percent of respondents answering this question felt that the

outcome was fair. Only 16 percent of the complainants felt that the CRA process was helpful, while 60 percent were critical of the CRA investigation. Another 16 percent were critical of the police or the law.

2. Citizen Pre-Complainants

Citizens who contacted the CRA but did not file a complaint (“precomplainants”) represent a much larger group than those who filed a complaint (167 vs. 36 returned surveys). Citizens in this group are generally satisfied with their experience with the CRA, although at a slightly lower rate than for complainants. For the two year period, 72 percent feel they had a chance to tell their side of the story and 73 percent feel that they were treated with respect. There were no significant differences between the first year and the second year responses to these two questions.

The QSA form includes a separate question for pre-complaints regarding information or assistance they received from the CRA. For the two-year period, slightly more than half (51.9 percent) say they received some “useful assistance” from the CRA. Twenty-one percent report that they were referred to another agency by the CRA staff. About 14 percent indicate that the CRA staff “explained police procedure” to them. Many pre-complainants (42 percent) received more than one type of assistance from the CRA.

Slightly more than half (51 percent) of the pre-complaints felt that the outcome of their contact with the CRA was fair. As is the case with complainants, precomplainants are far more satisfied with the process –how they were treated by the CRA– than with the outcome of their

case.

When complainants and precomplainants are combined, just under half were satisfied with the outcome of their experience with the CRA (Figure 3).

B. POLICE OFFICERS

A total of 121 Minneapolis police officers returned completed QSA forms for the two year period. Generally, officers express extremely favorable attitudes toward the CRA. An overwhelming majority (91 percent) feel they had a chance to tell their side of the story (Figure 4) and 91 percent reported that they were treated with respect by the CRA investigator (Figure 5).⁵

Ninety-one percent of the officers feel that the outcome of their contact with the CRA was fair (Figure 6). This is substantially higher than is the case with citizens and is probably explained by the fact that the CRA does not sustain most complaints.

C. VARIATIONS BY RACE, ETHNICITY, AND GENDER

1. Race and Ethnicity

The reported levels of satisfaction with the CRA vary in an inconsistent pattern by race and ethnicity. On some questions whites give the CRA higher ratings than African Americans, while on other questions African Americans give higher ratings. The number of Asian American, Hispanic, and Native American surveys is extremely small.

The reported levels of satisfaction among citizen complainants vary by race. On the question of whether they feel they had a chance to tell their side of the story, 89 percent of whites indicate they did, compared with 75 percent of African American complainants. African American complainants, however are more likely to feel they were treated with respect than whites (82 percent vs. 78 percent). African American complainants are far more likely to feel that the outcome of their contact with the CRA was fair than whites (55 percent vs 20 percent).

Among citizens precomplainants, the results are more consistent. Generally, whites are more satisfied than African Americans. Eighty-one percent of white pre-complainants feel that they had a chance to tell their side of the story, compared with 62 percent of African Americans. Fifty-eight percent of whites feel that the outcome of their experience with the CRA was fair, compared with 48 percent of African Americans.

Because of the extremely low number of racial and ethnic minority officers who returned surveys, no meaningful statistical analysis is possible

2. Gender

The responses of males and females citizens who have contact with the CRA vary in an inconsistent pattern. Among complainants, 92 percent of the women feel they had a chance to tell their side of the story, compared with 86 percent of male complainants. All of the women complainants (12 out of 12) felt they were treated with respect, compared with 77 percent of the male complainants. Finally 45 percent of the women complainants felt the outcome was fair, compared with 33 percent of male complainants.

Among pre-complainants, on the other hand, males are slightly more satisfied than females. Seventy-seven percent of male pre-complainants feel they had a chance to tell their side of the story, compared with 65 percent of females. Seventy-six percent of male pre-complainants feel they were treated with respect, compared with 71 percent of males. Finally 53 percent of male pre-complainants feel the outcome of the case was fair, compared with 49 percent of females.

Among police officers, all of the females reported positive experiences. One hundred percent of the female officers feel that they had a chance to tell their side of the story, that they were treated with respect, and that the outcome of the case was fair. Among male officers, the responses were 90 percent favorable on all three questions.

CONCLUSIONS

The QSA surveys suggest that the Civilian Review Authority is doing a very good job in providing high quality service to the citizens and police officers of the City of Minneapolis.

The first and most important indicator is the QSA program itself. The CRA is the first citizen oversight agency to undertake a systematic feedback survey of its customers. The survey has the potential for identifying problems in service delivery that need to be corrected. The CRA has achieved deserved national recognition for this effort.

Second, on the two basic questions regarding how they feel they were treated by the CRA, both citizens and police officers give the CRA very high ratings. These responses are in sharp contrast to the high levels of dissatisfaction that have been found in surveys of other citizen oversight agencies. Despite the problem with low response rates, these two questions provide a

useful picture of the overall quality of the service provided by the CRA.

Third, the fact that the CRA receives high ratings from both citizens and police officers indicates that it is consistently treating both sides in a fair manner. This is an extremely important achievement in a field where, across the country, there is much distrust of complaint investigation procedures by citizens, or police officers, or both.

Fourth, the fact that citizens are substantially less satisfied with the outcome of their contact with the CRA is understandable. By its very nature, the CRA is contacted by citizens who are angry about some aspect of their treatment by the police. Many citizens mistakenly assume that the CRA will automatically vindicate them, and do not understand the inherent difficulties in sustaining a complaint against a police officer (mainly obtaining credible objective evidence). Thus, the lower ratings on this question reflect unrealistic expectations. The high ratings on the questions related to how citizens feel they were treated offset the responses to this question and indicate that the CRA is listening to its customers and treating them with respect.

Fifth, the low response rates to the survey from citizens continues to be a matter of concern. The CRA Board should consider adding procedures that would encourage more citizens to complete and return QSA surveys.

In conclusion, the CRA is to be commended for having developed the QSA system and for the generally positive ratings it receives from both citizens and police officers. The CRA has received national recognition for the quality of its program.

1. Michele Sviridoff and Jerome E. McElroy, Processing Complaints Against Police in New York City: The Complainant's Perspective (New York: Vera Institute, 1989).

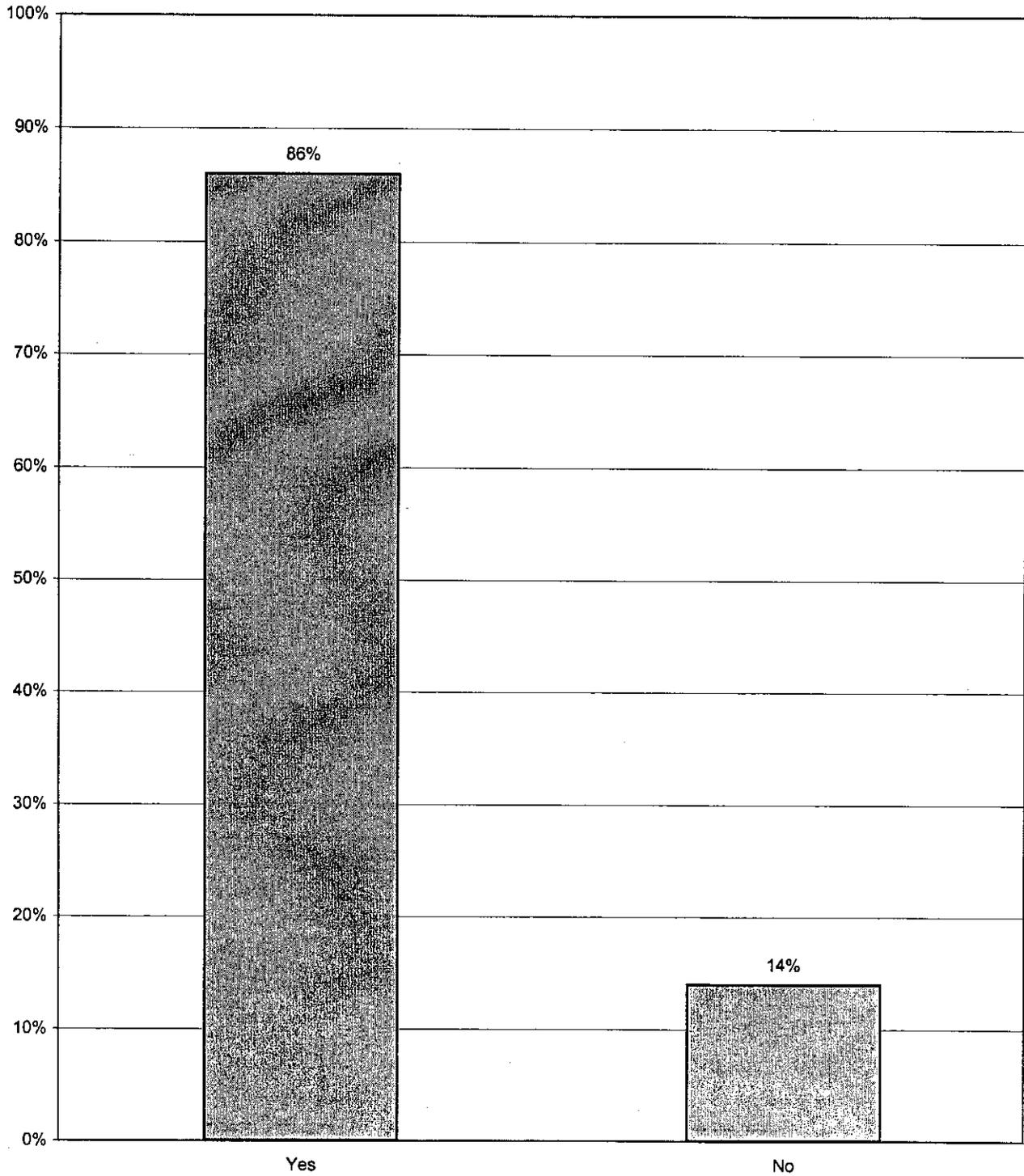
2. Samuel Walker, Police Accountability: The Role of Citizen Oversight (Belmont, CA: Wadsworth, 2001).

3. Douglas Perez, Common Sense About Police Review (Philadelphia: Temple University Press, 1994), pp. 65-84. Walker, Police Accountability, pp. 53-67.

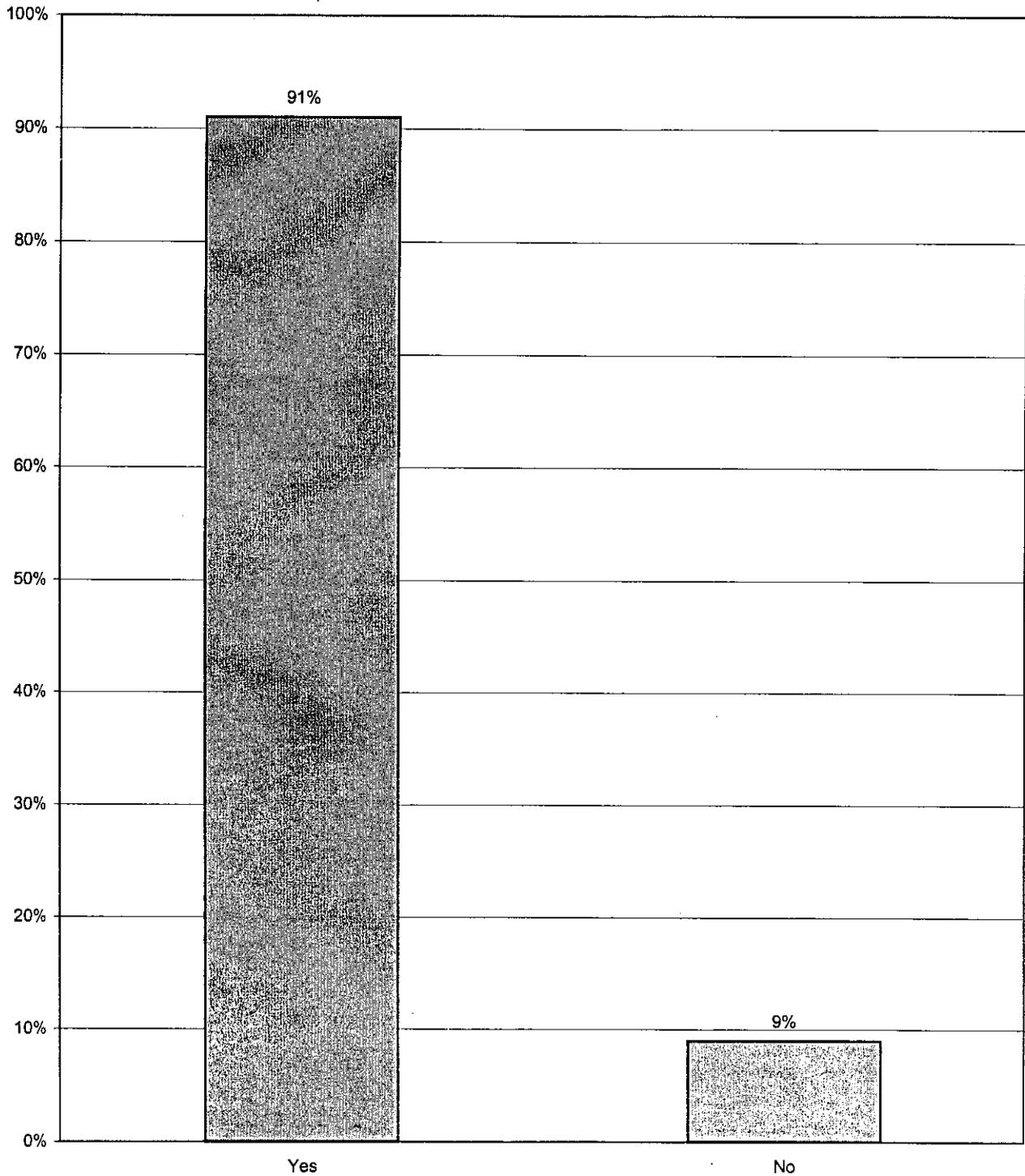
4. Citizens who indicated that their complaint resulted in a hearing before the CRA board were substantially less satisfied with the process. Only 20 percent of this group (2 out of 10) indicated that they were satisfied with the hearing process. However, the CRA staff states that this number represents more hearings than were actually held during the period. It appears, therefore, that a number of respondents were confused about what constituted a "hearing."

5. As is the case with citizens, it appears that some police officers misunderstood the question regarding a CRA "hearing," and more reported having a hearing than could have been the case. Consequently, these data are not analyzed in the text of this report. Nonetheless, of the 13 officers who indicated they had a hearing, 77 percent (10 out of 13) said they were satisfied with the hearing process.

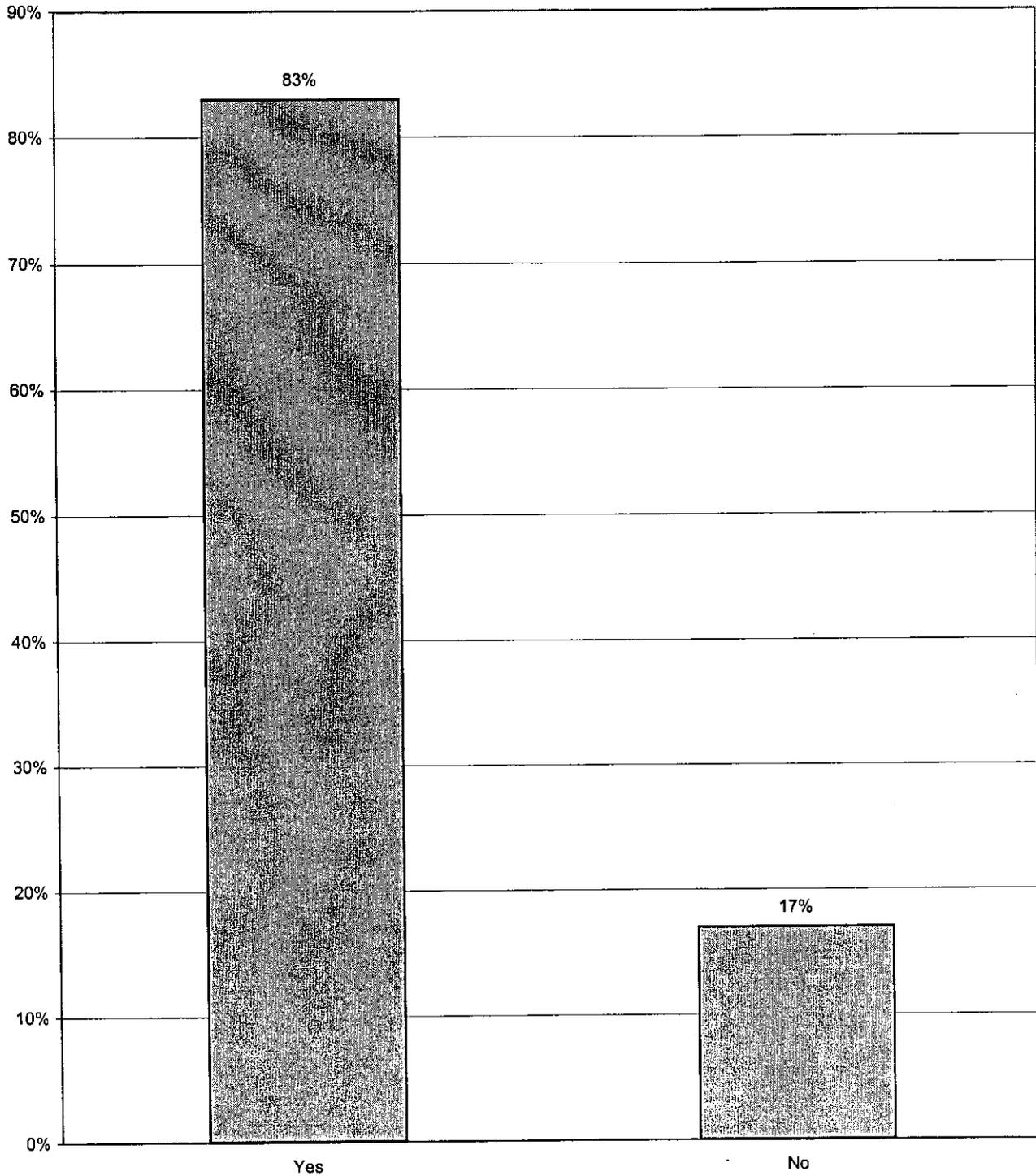
CHANCE TO TELL YOUR SIDE OF THE STORY? CITIZENS' RESPONSES



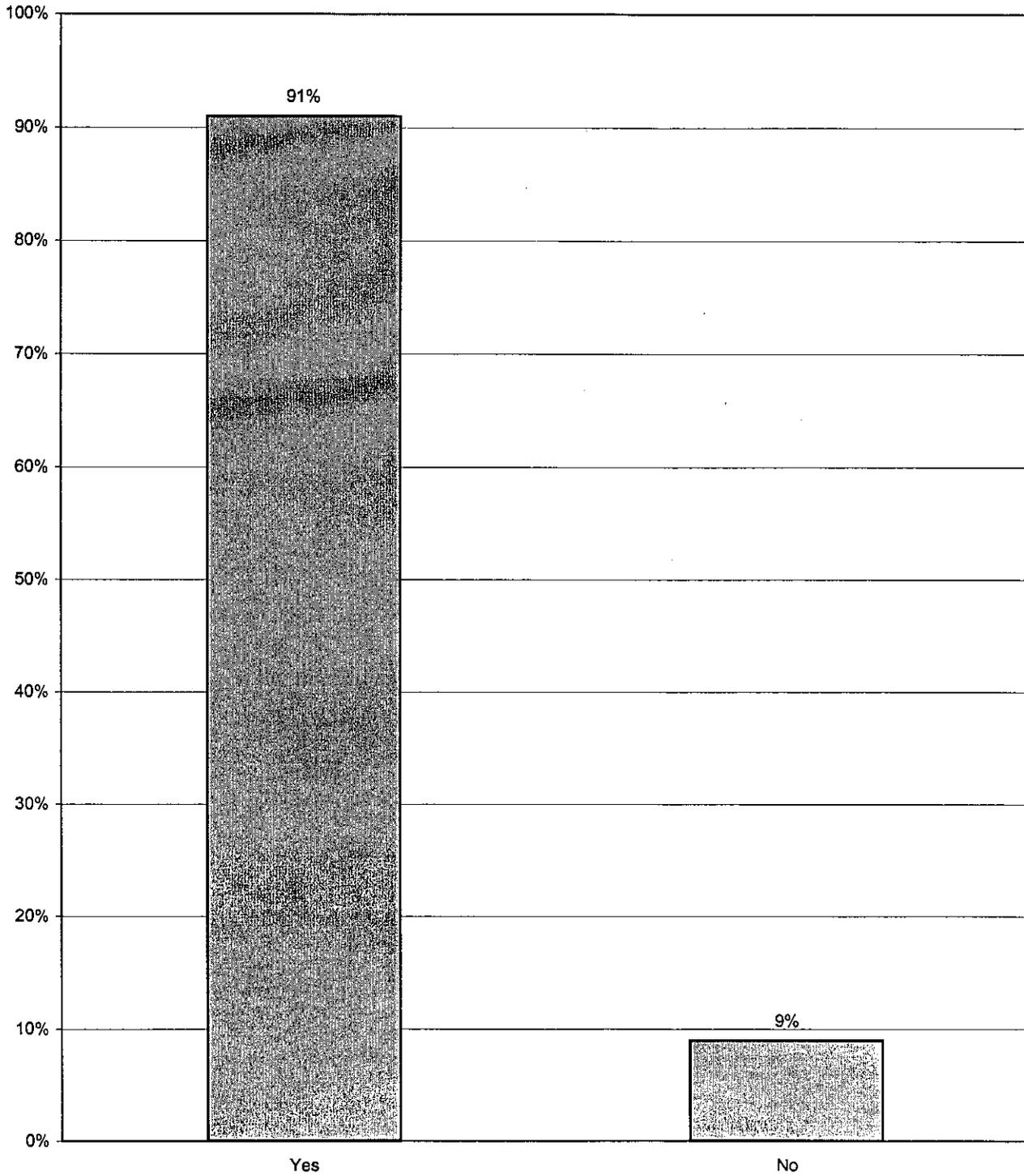
CHANCE TO TELL YOUR SIDE OF THE STORY? POLICE OFFICERS' RESPONSES



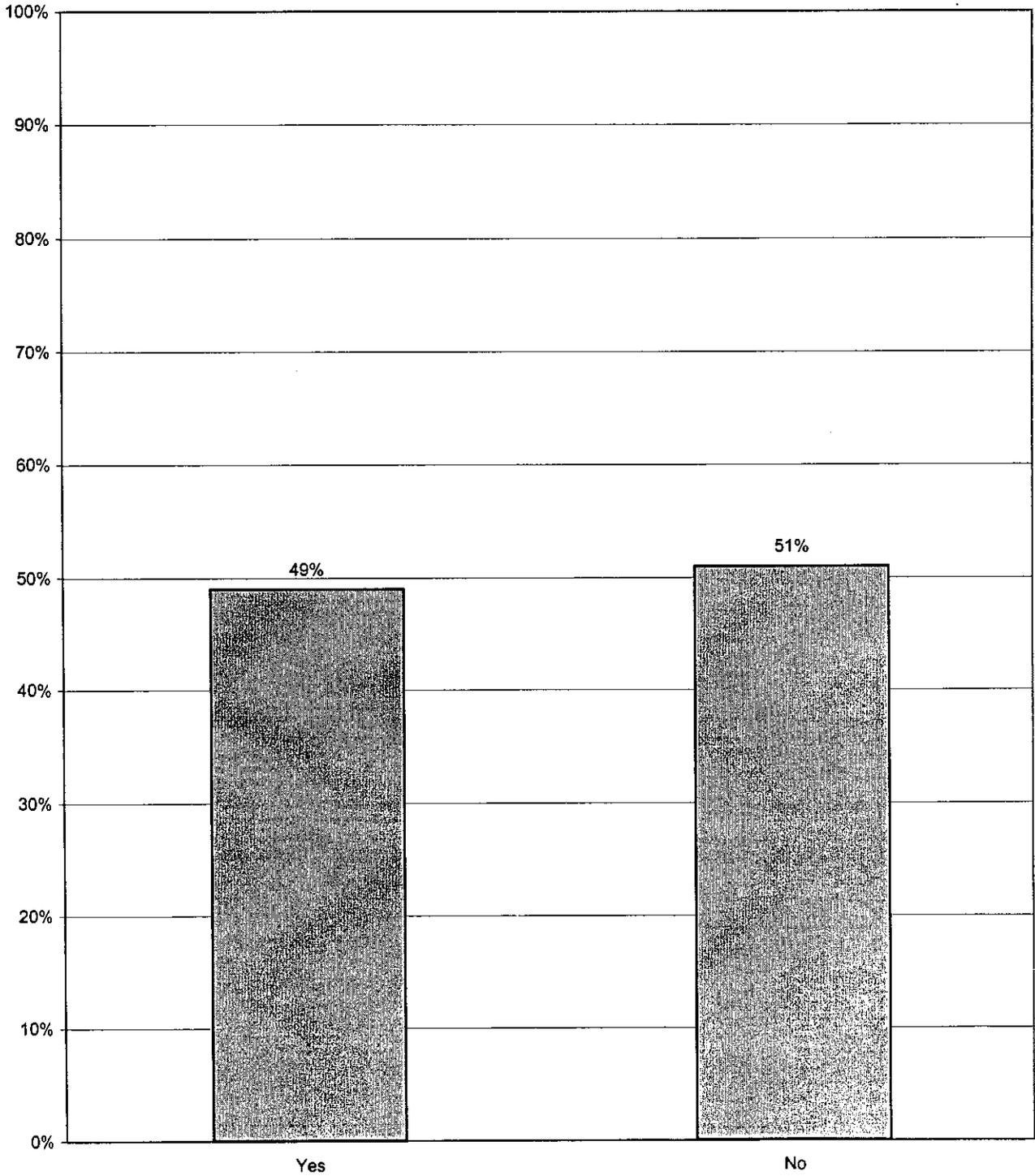
TREATED WITH RESPECT BY CRA? CITIZENS' RESPONSES



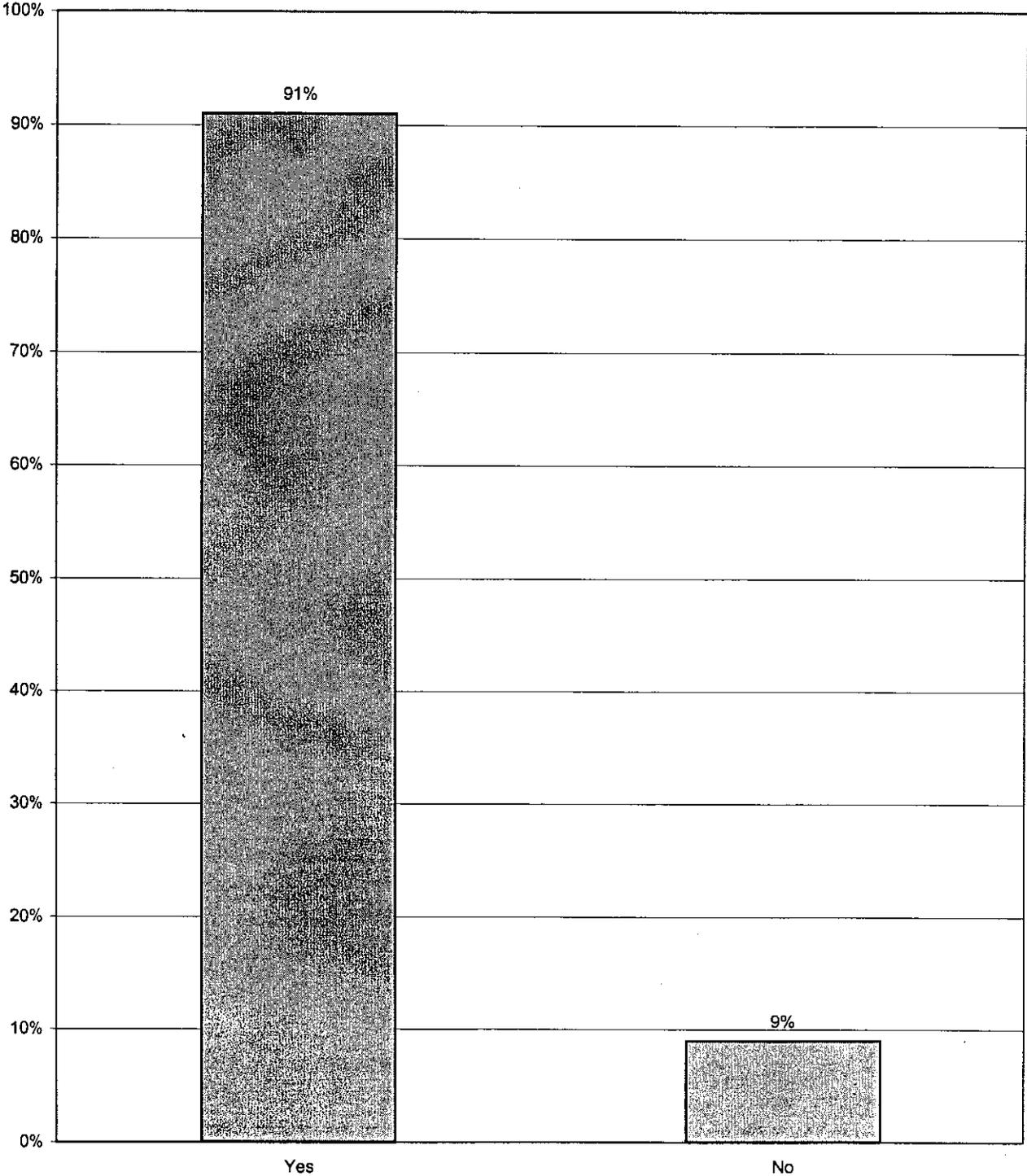
**TREATED WITH RESPECT BY CRA STAFF?
POLICE OFFICERS' RESPONSES**



WAS THE OUTCOME FAIR? CITIZENS' RESPONSES



WAS THE OUTCOME FAIR? POLICE OFFICERS' RESPONSES



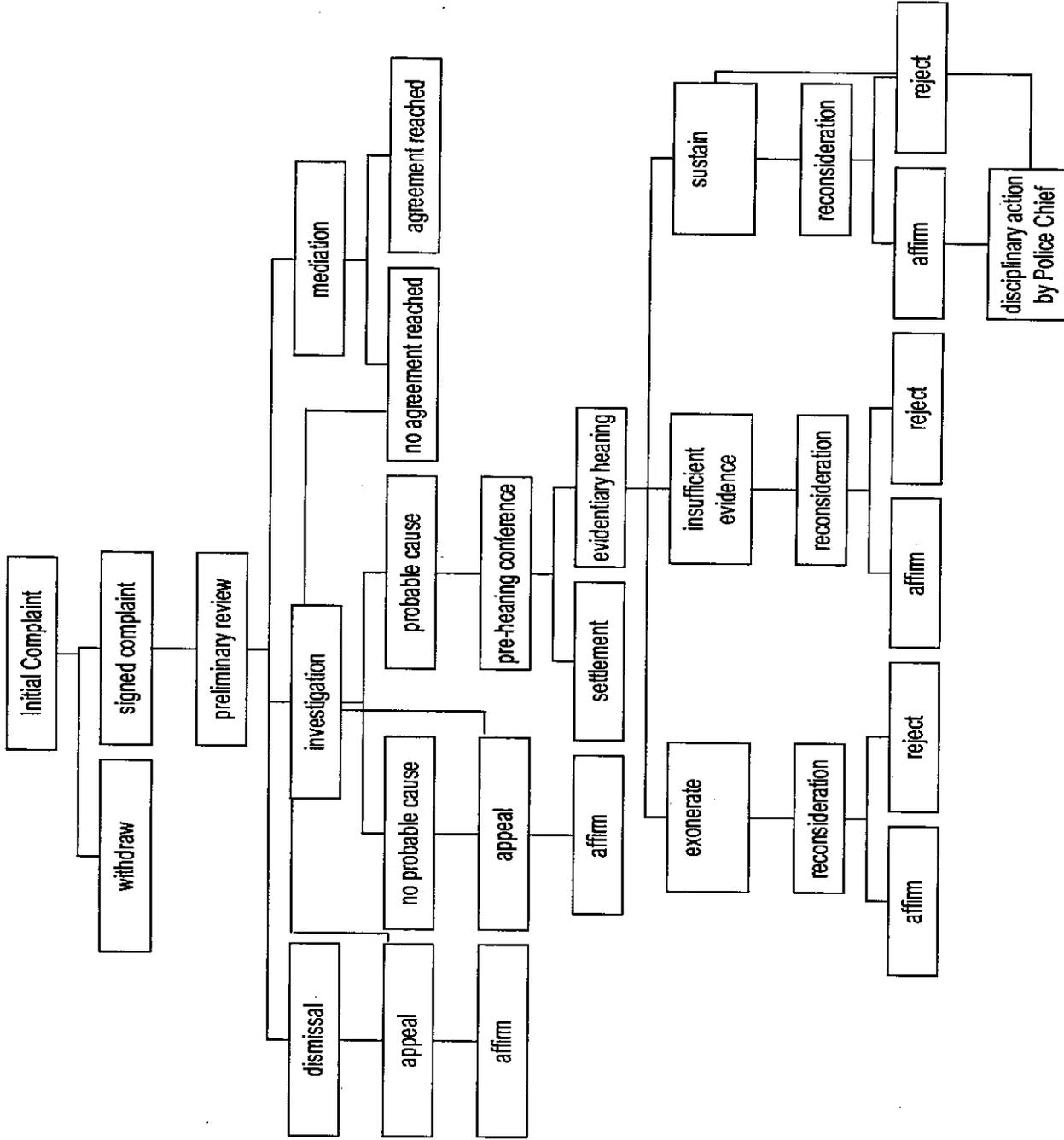
THE COMPLAINT PROCESS

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.

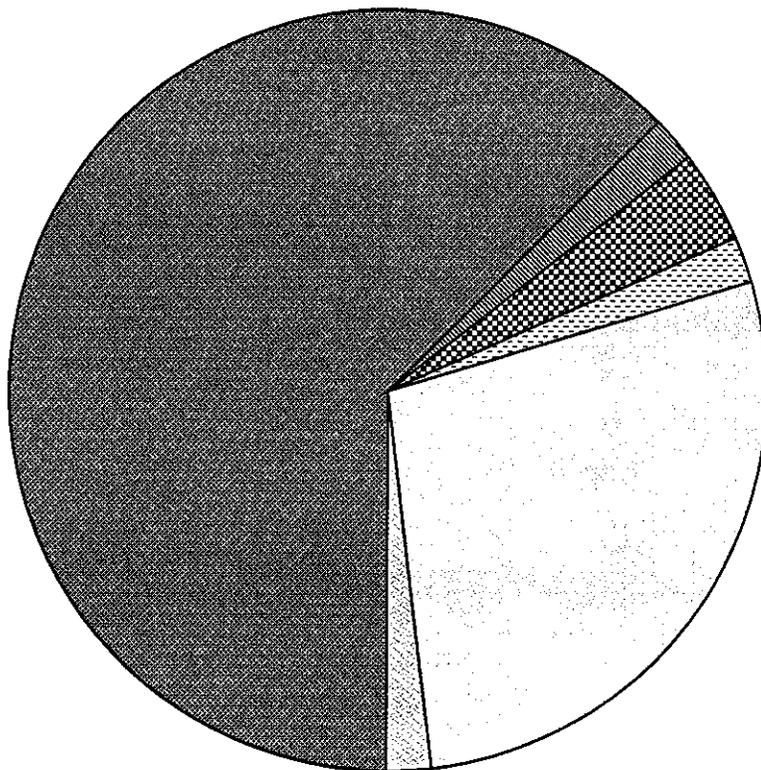
If probable cause is found, the Executive Director informs the Chairperson who appoints a Hearing Panel which usually consists of three Board members, with one member designated as chair of the panel. The panel chair holds a pre-hearing conference with the Executive Director, the officer, and the officer's 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.

CRA COMPLAINT PROCESS



Alleged Victim by Race - 2000



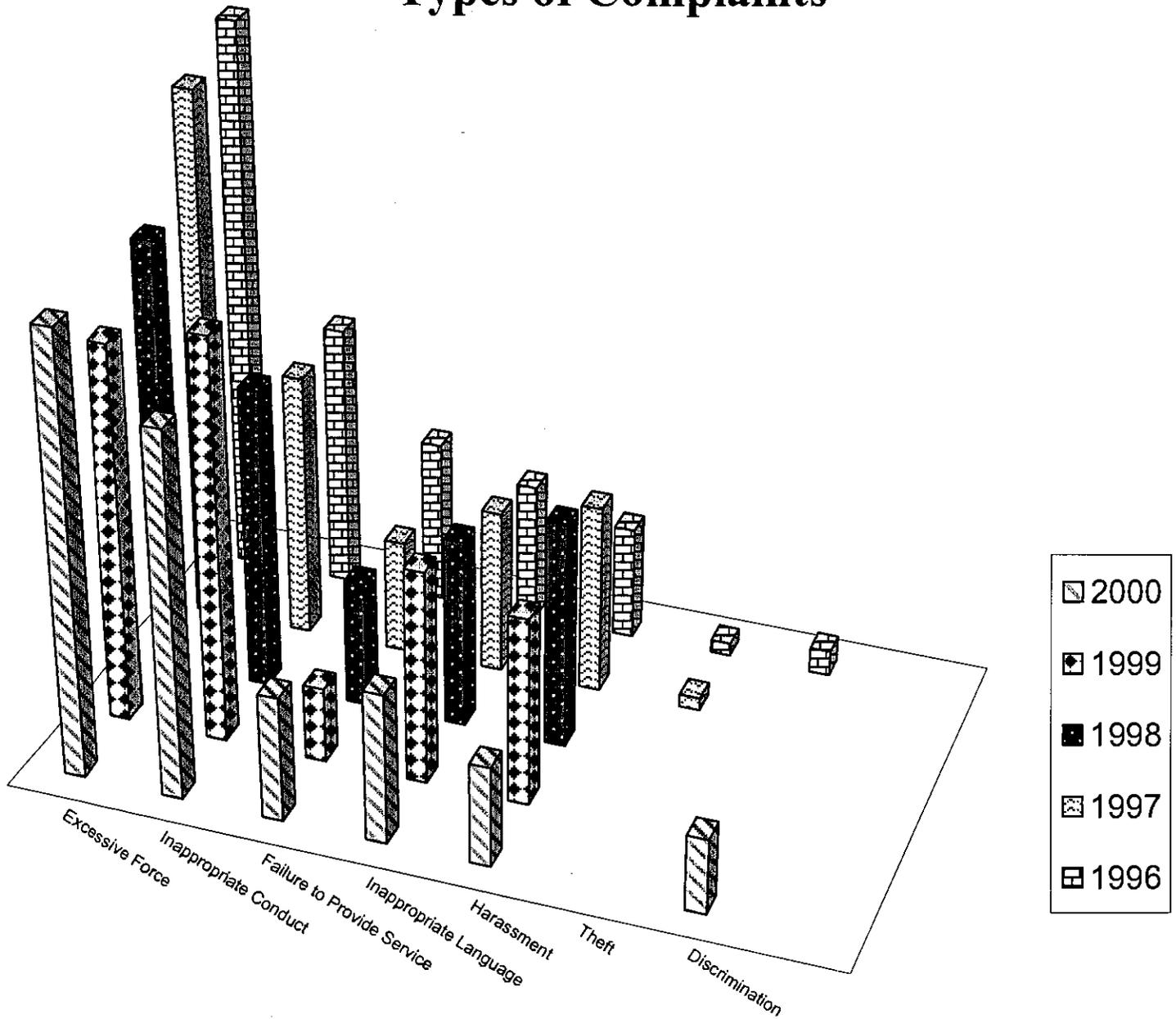
Indian 2%	Black 63%	Asian 2%
Hispanic 4%	Unknown 2%	White 28%

75 PERCENT OF VICTIMS WERE MALE; 25 PERCENT FEMALE

ALLEGED VICTIMS BY AGE

Age	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
16 or Under	14	9	14	13	8
17 to 20	15	18	12	16	9
21 to 25	21	27	14	27	18
26 to 34	36	46	43	34	26
35 to 45	42	53	28	41	31
46 and Over	14	23	18	12	19
Unknown	<u>5</u>	<u>5</u>	<u>2</u>	<u>0</u>	<u>2</u>
	147	181	131	143	113

Types of Complaints



	Excessive Force	Inappropriate Conduct	Failure to Provide Service	Inappropriate Language	Harassment	Theft	Discrimination
2000	35%	29%	10%	12%	8%		6%
1999	30%	32%	6%	17%	15%		
1998	34%	24%	10%	15%	18%		
1997	42%	21%	9%	13%	15%	1%	
1996	44%	21%	13%	11%	9%	1%	2%

Exhibit F

COMPLAINTS AGAINST OFFICERS BY AGE and EXPERIENCE

AGE OF OFFICER AT TIME OF INCIDENT

	1996	1997	1998	1999	2000
22-25 Years Old	6	3	13	22	18
26-30 Years Old	27	34	58	67	86
31-35 Years Old	46	49	36	31	45
36-45 Years Old	31	32	30	29	28
46+ Years Old	17	20	13	10	5
Unknown	<u>65</u>	<u>95</u>	<u>11</u>	<u>6</u>	<u>10</u>
	192	233	161	165	192

OFFICERS' YEARS ON MINNEAPOLIS POLICE DEPARTMENT AT TIME OF INCIDENT*

	1996	1997	1998	1999	2000
Less Than 2 Years	22	24	31	13	8
2-5 Years	79	66	63	93	116
6-10 Years	44	77	38	40	37
11+ Years	16	29	18	13	21
Unknown	<u>31</u>	<u>37</u>	<u>11</u>	<u>6</u>	<u>10</u>
	192	233	161	165	192

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

COMPLAINTS BY PRECINCT

PRIMARY ALLEGATIONS BY PRECINCT* - 2000

Primary Allegation	<u>DTC</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Total</u>
Excessive Force	11	4	13	7	1	36
Language	4	1	4	2	1	12
Harassment	2	2	0	4	0	8
Theft	0	0	0	0	0	0
Discrimination	1	0	3	0	2	6
Lack of Service	3	0	5	2	0	10
Inappropriate Conduct	<u>11</u>	<u>1</u>	<u>15</u>	<u>2</u>	<u>1</u>	<u>30</u>
	32	8	40	17	5	102

Precinct	<u>1996</u> <u>Complaints</u>	<u>1997</u> <u>Complaints</u>	<u>1998</u> <u>Complaints</u>	<u>1999</u> <u>Complaints</u>
Downtown Command	26	39	24	30
2	9	14	16	6
3	37	46	31	32
4	26	39	20	25
5	29	19	21	18
Outside City	<u>2</u>	<u>2</u>	<u>1</u>	<u>3</u>
	129	159	113	114

* Location of Incident

The precincts vary by size and number of officers assigned. Following is the 2000 information on each precinct:

	<u>DTC</u>	<u>Second</u>	<u>Third</u>	<u>Fourth</u>	<u>Fifth</u>	<u>Totals</u>
Population Served*	21,158	66,979	116,370	66,822	97,054	368,383
No. of Officers	100	91	175	159	137	662
No. of Service Calls	49,257	43,277	107,500	87,445	75,166	362,645

*1997 figures

COMPLAINTS GENERATED THROUGH OFF-DUTY EMPLOYMENT

Of 146 complaints filed in 1995, 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.

Of 114 complaints filed in 1999, 15 (**13 percent**) involved officers working in off-duty capacities at 15 different locations. Three of those complaints (20%) alleged use of excessive force, six inappropriate conduct, four harassment and two inappropriate language.

Of 102 complaints filed in 2000, 5 (**5 percent**) involved officers working in off-duty capacities at 5 different locations. Two of those complaints alleged use of inappropriate conduct, one excessive force, one discrimination and one failure to provide service.

DISCIPLINARY ACTIONS RESULTING FROM CRA SUSTAINED COMPLAINTS

as of December 31, 2000

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 35 sustained cases:

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

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

On eleven cases that involved **inappropriate language charges**, the discipline was **one 24-hour leave without pay and no off-duty work for six months; one 24-hour suspension; one one-day suspension without pay; four letters of reprimand; three verbal warnings and one "A" violation.**

On six cases that involved **failure to provide adequate or timely police protection** the discipline was **one 40-hour suspension, no off-duty employment for three months and additional training (two related cases); one letter of reprimand; one counseling/training; one verbal warning and one corrective action.**

On thirteen cases that involved **inappropriate conduct**, the discipline was **four one-day suspensions; four letters of reprimand; three verbal reprimands and one corrective action.**

BIOGRAPHIES OF CURRENT CRA BOARD MEMBERS

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 16 years. He has also been a Minneapolis Park Police Agent for 15 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.

Juan Linares - A native of Mexico City, Juan has been an active resident of Minneapolis for the last 25 years. Currently a bi-lingual organizer for Catholic Charities and ISALAH, Juan was instrumental in the creation of the Mercado Central on Bloomington and Lake Streets in South Minneapolis. He is a founder of Sagrado Corazon de Jesus Catholic Church in South Minneapolis and a board member of CreArte, Neighborhood Development Center and Lake Street Partners. Juan brings his knowledge of immigrant communities, economic development, education and housing to numerous neighborhood groups and initiatives including the Powderhorn Park Neighborhood Association, El Colegio and The Voice in Phillips Intergroup Relations Initiative of The Minneapolis Foundation. Juan has a degree in Business Administration from the University of Mexico and has completed management course work at the University of St. Thomas.

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.

Charlene McAdory is a resident of the City of Minneapolis. She works for the State of Minnesota and has been a state employee since February 1980. In her capacity as a state employee, she has held various positions. Ms. McAdory currently works with the Department of Human Services in the Office of Equal Opportunity, Affirmative Action and Civil Rights as an Affirmative Action Officer II. During Ms. McAdory's twenty year tenure as a state employee, she has worked for agencies like the Minnesota Department of Human Rights (Investigator I/ Contract Compliance Officer), Minnesota Department of Economic Security (Economic Research Analyst) and the Minnesota Department of Administration (consultant).

Ms. McAdory is a certified mediator under Minnesota Supreme Court Rule 114. In this role, she does volunteer mediation for the Office of Dispute Resolution, Ramsey County Conciliation Court and family visit mediation. Ms. McAdory's community activities include serving on the Board of the Minneapolis Urban League, Hennepin County Human Resources Board, Human Resources Professionals and a member of the Minnesota State Affirmative Action Association. Ms. McAdory is frequently involved in community education

outreach in the area of human rights and mediation. Her pool of audience has been both public and private sector organizations, profit and not for profit organizations, schools and the general public. Ms. McAdory has been very active with the Summit on Affirmative Action, which is an annual affair spearheaded by public administrators engaged in promoting, monitoring and enforcing affirmative action issues for women, minorities and the disabled community.

**BOARD MEMBERS
SERVING DURING 2000**

Kenneth Beck	9/94 to Present
Robert Boughton, Vice Chair	6/90 to Present
Brian Gorecki	5/94 to Present
Juan Linares	3/00 to Present
Daryl E. Lynn, Chair	3/95 to Present
Mark Matthews	11/97 to Present
Charlene McAdory	3/00 to Present

STAFF MEMBERS DURING 2000

Patricia J. Hughes	Executive Director
David M. Awker	Investigator
Michael L. Johnson	Investigator
Robin M. Lolar	Investigator
Roberta Drew	Clerk Typist II
Sharon Pelka	Program Assistant
Marsha Rode	Clerk Typist II

Report Prepared by the Civilian Police Review Authority, March 2001
Patricia J. Hughes
Sharon Pelka