

POINT II
POLICE DEPARTMENT ACCOUNTABILITY

"NEW RULES WILL BE IMMEDIATELY DEVELOPED AND
IMPLEMENTED TO HOLD SUPERVISORS RESPONSIBLE AND
ACCOUNTABLE FOR THE ACTIONS OF THEIR SUBORDINATES."

The subcommittee determined to expand the scope of its charge to include accountability of the Police Department and its officers to the public. The following recommendations are offered to strengthen both internal and public accountability. We believe they can and should be set into motion within the first 100 days of the Young administration.

Internal Departmental Accountability

1. Commanders of precincts and other units of the Police Department should be held responsible for the actions of their subordinates; and should therefore, have influence over the selection of their key personnel.
2. Specific priorities and objectives should be established with respect to the operation of each precinct and unit. The objectives should include improvement in police-citizen relations.
3. Command officers should be evaluated in regard to achievement of the established objectives.
4. In the selection of sergeants, leadership capacity and ability to establish rapport with citizens, should be weighed heavily.
5. All supervisory personnel should be given in-service training in human relations and other supervisory skills. Command officers should also be trained in management methods.
6. The Mayor should endorse and enforce educational requirements for all ranks.

Public Departmental Accountability

1. The Police Department's annual budget should delineate line item costs in accordance with accepted accounting procedures, and should be made available for public review.
2. In order to build confidence of the citizens and collect much needed information about criminal activity, but only as an interim measure, a Citizens Information Receipt Center, operated by civilians under the aegis of respected community figures, should be established. Citizens who are unwilling to report suspected criminal activity or complaints about police behavior directly to the Police Department, would have the option of reporting same to this Center.
3. When the new charter takes effect the Police Commissioners will be charged with establishing policies, rules and regulations. In order to expedite their work, a small Task Force composed of people who are knowledgeable about law enforcement should be established in advance to review, analyze and evaluate present Police Department manuals and operating procedures. The Task Force would complete its work by July 1, 1974 and would present its report to the Board of Police Commissioners.
4. The citizen complaint process should be strengthened in the following ways:
 - a) Upon taking office, the new Mayor should release a report on action taken in regard to the 27 citizen complaints stemming from the search for Haywood Brown and others. This would dramatize a new attitude by a city administration. Public disclosure of action on any complaint which is of major concern to the community should be the rule.
 - b) Letters should be sent by the Citizens Complaint Section to complainants informing them of the opening of a case and the case number assigned. This would serve as a written record for the complainant as to when his case was begun, and would prevent a case investigation from being discontinued by the investigator before completion.
 - c) A written report should be mailed to the complainant or referral agency, within a stated period of time, summarizing findings and stating what action has been taken. (CCS procedures apparently provide for this now, but there is widespread belief among knowledgeable people that this is seldom done.) There should be enclosed a form on which the citizen can indicate if he is dissatisfied with the disposition of his complaint. Reconsideration should then be given to the complaint, and all which are not satisfactorily resolved within the Police Department, should be reported to the Mayor's office.

- d) At least until the Board of Police Commissioners has begun to monitor complaints, the Mayor should appoint a veteran police officer, or other qualified individual, who reports to him on compliance with the complaint process, and who reviews the unresolved complaints mentioned in point (c).
- e) Guidelines should be developed which delineate maximum and minimum penalties for every offense. Minimum penalties would serve to protect the citizens against excessive leniency by commanding officers. Maximum penalties would prevent over-punishment of officers not in favor with their commanders.
- f) Guidelines should be developed which clearly define the kinds of cases which can be referred to the precinct or unit commander for disposition.
- g) Before ordering discipline an officer's prior complaint and injury contact record should be considered, and, afterward, the reasons for choosing the maximum or minimum penalty or something in between, should be explained in writing.
- h) At least until the new Charter becomes effective, the CCS should be required to initiate investigations of possible offenses which come to their attention, either through the news media or from a referral agency, even if they do not have an individual complainant claiming to have been harmed. Investigations should be initiated into the performance of any officer who is involved in a large number of complaints and injury contacts, regardless of any complaint.
- i) A docket of all complaints and the disposition thereof should be available to the public.

At least until the new Board of Police Commissioners are in operation, a monthly report on the status of complaints should be forwarded to the Mayor's office.

- j) At least until the new Charter becomes effective, citizens who are not employees of the Police Department should be included as voting members of the Commissioner's Advisory Board. They should be appointed by the Commissioner to serve without pay, on a rotating basis, and should be representative of the total community.
- k) In those cases where an investigation has been conducted by the Commission on Community Relations in the Michigan Civil Rights Commission, their findings should be considered, along with the CCS report, by the Police Commissioner's Advisory Board in making a disposition.