



**METRO NASHVILLE
COMMUNITY OVERSIGHT**

TWO-YEAR STRATEGIC PLAN

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ABOUT METRO NASHVILLE COMMUNITY OVERSIGHT

Metro Nashville Community Oversight of Nashville, Tennessee (MNCO), is an independent body to review cases of alleged Metropolitan Nashville police misconduct. It appeared as Amendment 1 on the November 6, 2018 ballot in Davidson County and was approved by voters.

MNCO has the power to investigate allegations that Metropolitan Nashville Police Department (MNPd) officers have committed misconduct against members of the public. They may issue policy advisory and resolution reports assessing allegations of misconduct by MNPd and make recommendations to agencies involved in public safety and the administration of justice. They also have the option of establishing a monitoring program that provides an ongoing review or audit of the complaint process administered by the MNPd Office of Professional Accountability (OPA) or equivalent internal affairs program in MNPd.

The board has eleven members: seven nominated by community organizations or private petitions of at least fifty Davidson County residents, two by City Council Representatives, and two by the Mayor. At least four must come from economically distressed areas.

MNCO provides a safe space for people to share their experiences and communicate the impact that police contact can have on disparate and economically underserved communities. MNCO is a lifeline for many community members during their worst moments. At a time when the public desires a path toward justice and equity, civilian oversight can bridge gaps between law enforcement and the communities they serve.

Metro Nashville Community Oversight provides independent and impartial oversight of the Metro Nashville Police Department through investigations and policy recommendations to ensure the City reflects the values and concerns of the communities it serves.

Even when investigations do not reveal misconduct, MNCO fulfills an important role for Nashville and Davidson County by focusing attention on community experiences. Contact with MNCO gives community members an opportunity to be heard and to know that the Metro Government cares about fairness in the policing process. Hearing about pain points from the community also influences the MNCO's outreach and education efforts and can lead to policy change at the MNPd.

MNCO Vision

To listen and be a voice for the community, ensure a culture of accountability within the Metro Nashville Police Department and build restorative relationships between the MNP and members of the public throughout Davidson County.

MNCO Mission

The mission of the Board is to provide an accessible, respectful, independent and effective forum for community participation in the investigation and resolution of complaints of Metropolitan Nashville Police Department (“MNP”) misconduct; to examine and issue policy recommendations regarding local law enforcement policies and practices; to encourage open and constructive communication and cooperation between local law enforcement and Metro’s residents; and to protect civilians’ rights and promote professionalism and best practices in the MNP, enhancing community-police relations and creating a safer Nashville.

MNCO Values

MNCO’s values are the fundamental beliefs upon which our organization and its behaviors are based. These values include:

Transparency

- Maintain honest and open communication with all stakeholders and public
- Dispense relevant information to the public in a timely and professional manner
- Communicate openly and effectively investigations, conclusions and recommendations

Accountability

- Ability of our team and board to honor our commitments to the public, to police officers and to each other
- Take ownership of our work and promptly correct mistakes to the greatest extent possible
- Measure ourselves against the highest standards of integrity and fiscal responsibility

Trustworthiness

- Act in a manner that builds trust with our stakeholders, the community and the police department
- Remain honest, open, truthful and fair during our investigation process, reasoning and conclusions
- Provide unbiased and reputable information to the public

OUR STRATEGIC PLAN

We are in a time of increased focus on the relationship between police and the communities they serve. MNCO is uniquely positioned to set the standard nationally for this concept. Smart planning and sustained execution are needed to anticipate and navigate the increasing public expectation to do more.

This Strategic Plan establishes a foundation and road map to guide MNCO's path forward for the next two years.

Strategic Pillars

MNCO has defined four strategic pillars designed to drive priorities for our current and future initiatives.

DELIVER EXCELLENCE

Invest in MNCO's staff, continually building capability and evolving internal processes to deliver excellence in execution of our mission

STRENGTHEN RELATIONSHIPS

Build transparent, trusted, and credible relationships with the community and law enforcement

IMPROVE ENABLING TOOLS AND PROCESSES

Continuously identify and improve tools and processes to realize greater efficiency in our operations.

LEVERAGE DATA TO DRIVE DECISIONS

Improve MNCO's ability to capture and leverage data to drive evidence-based decision making

Goals, Objectives, and Measures

MNCO conducted multiple planning sessions during the initial stages of developing this 2 Year Strategic Plan. These efforts resulted in the identification of key Goals, Objectives, and Measures for each of MNCO's five areas of focus: Investigations, Research, Legal, Mediation, and Community. These Goals, Objectives, and Measures articulate the activities required to enable MNCO to achieve our mission, as well as measure progress and performance toward achieving our mission. The following pages present these Goals, Objectives, and Measures.

INVESTIGATIONS

GOALS	OBJECTIVES
Deliver Excellent Investigations	<ul style="list-style-type: none"> • Write clear, concise, and strongly supported Resolution Reports • Continually improve and evolve standard policies and processes to deliver independent, proactive, and thorough investigations • Provide training, coaching, and guidance to investigative staff to ensure adoption of standard operating procedures (SOPs) and consistent execution of investigations
Strengthen Relationships	<ul style="list-style-type: none"> • Engage community to encourage and promote closer collaboration with partner agencies (MNPd, Medical Examiner's Office, District Attorney's Office, etc.) • Define protocols, memoranda of understanding (MOUs), and standards of practice that highlight mutual benefits between MNCO and partner agencies • Appropriately manage complainant expectations regarding investigations • Become classified as a Justice Agency
Improve Enabling Tools/Process	<ul style="list-style-type: none"> • Implement the use of MNCO's case management system (IAPro) to automate activities, enabling investigators to focus on higher value work • Implement criminal justice and research databases (CJIS, JMS, CLEAR, ArcGIS, TLO) to increase timely and accurate resolution of cases • Identify opportunities for continuous improvement and increased efficiency that enable shorter investigation times
Leverage Data to Drive Decisions	<ul style="list-style-type: none"> • Utilize IAPro to better understand the case pipeline, distribute and balance workloads, assign priorities, improve efficiency, and drive outcomes • Improve the use of data to track investigative performance measures

KEY MEASURES

- Increase number of cases completed within sixty (60) days
- Utilize investigation exit surveys for feedback on satisfaction of service
- Continual training in law enforcement investigations, police accountability and community-oriented policing

RESEARCH

GOALS	OBJECTIVES
Deliver Excellent Policy Recommendations	<ul style="list-style-type: none"> • Develop policy best practices to ensure recommendations are impactful and built on a strong investigative foundation • Advocate for policy recommendations to drive their adoption • Develop policy recommendations that are based on sound data and are understandable to external stakeholders
Strengthen Relationships	<ul style="list-style-type: none"> • Develop proactive research driven by community concerns • Partner with the MNPD to enhance understanding of policy recommendation value and improve odds that they are implemented • Strengthen collaboration with Community to effectively educate the community about policy changes
Improve Enabling Tools/Process	<ul style="list-style-type: none"> • Improve the use of MNCO's case management system (IAPro) to automate activities, enabling the research team to focus on higher value work • Identify opportunities for continuous improvement and increased efficiency that help shorten the development time of policy recommendations
Leverage Data to Drive Decisions	<ul style="list-style-type: none"> • Track outcomes of policy recommendations to understand which recommendations have or have not been implemented and identify any trends • Establish reputation as the driver and clearinghouse of policy change • Implement strategic metrics to track and understand how mediation and investigation practices and outcomes influence policy

KEY MEASURES

- Increase adoption of policy measures
- Increase use of data to drive policy recommendations

LEGAL

GOALS	OBJECTIVES
Deliver Excellent Legal Analysis	<ul style="list-style-type: none"> • Provide thorough, timely, and complete legal analysis in cases and clarify legal issues raised by Board and staff • Advocate MNCO's legal positions with appointed and elected officials
Strengthen Relationships	<ul style="list-style-type: none"> • Present concise and cohesive reports, presentations, and opinions to all stakeholders • Collaborate on educational outreach with other criminal justice stakeholders • Provide legal counsel to Investigation and Research teams
Improve Enabling Tools/Process	<ul style="list-style-type: none"> • Leverage IAPro to facilitate more rapid response to public records requests • Confer and discuss current trends to ensure uniformity of investigative results and disciplinary recommendations
Leverage Data to Drive Decisions	<ul style="list-style-type: none"> • Use IAPro to better track sustained findings, recommendations for discipline, and legal efforts taken to support MNCO's position

KEY MEASURES

- Increase legal opinions on current criminal justice issues related to law enforcement oversight

MEDIATION

GOALS	OBJECTIVES
Increase Mediations	<ul style="list-style-type: none"> • Address cross-cultural barriers that may deter complainants or aggrieved parties from seeking mediation • Promote the value of mediation not as a replacement for investigation, rather as a complimentary component
Strengthen Relationships	<ul style="list-style-type: none"> • Articulate mediation benefits and create meaningful incentives for members of law enforcement and the community to participate in mediations • Provide consultative guidance to complainants about mediation upon intake • Build deeper partnerships with law enforcement, external partners, and community groups to collectively demonstrate a commitment to systemic change
Drive Consistent Language and Messaging	<ul style="list-style-type: none"> • Partner with Community Liaison to clearly articulate to external stakeholders the value mediation provides to the community • Provide fair and impartial opportunities for mediation to aggrieved parties and law enforcement
Project a Positive Image	<ul style="list-style-type: none"> • Build a repository of case studies to demonstrate the positive outcomes achieved through mediation
Leverage Data to Drive Decisions	<ul style="list-style-type: none"> • Utilize and assess pre-mediation and post-mediation evaluation forms to enhance the strengths and minimize the weaknesses of the mediation program

KEY MEASURES

- Increase number of mediations
- Improved mediation satisfaction among law enforcement and community members

COMMUNITY

GOALS	OBJECTIVES
Outreach and Education	<ul style="list-style-type: none"> • Build a diverse portfolio of external communications across channels; including web-based, in-person events, press releases, toolkits, social media, and printed material • Create pathways to engage with the community in a two-way dialogue • Arrange listening tours and lunch and learn opportunities throughout Metro area • Collaborate on private and public partnerships with other community-based organizations
Relationship Building	<ul style="list-style-type: none"> • Develop a uniform Community Outreach Plan • Identify opportunities to engage in more community and academic events • Engage in more outreach opportunities with law enforcement, public officials, and other Metro agencies
External Communication and Social Media	<ul style="list-style-type: none"> • Develop a focused point-of-view, including visual imagery, messaging, and an identity that accurately encapsulates the mission and vision of MNCO • Increase use of digital brochures, quarterly newsletters

KEY MEASURES

- Increase number of outreach and educational programs held
- Increase number of social media impressions and followers
- Increase number of individuals who participate in programs
- Increase number of press releases published