

<i>Item</i>	<i>Section One: A Nashville Model of Neighborhood Policing</i>	<i>page in report</i>	Timeline Proposed
	Result	23	
	The MNPDP collaborates with residents, neighborhood associations, non-profits, faith-based institutions, business and community groups, and with other government departments and agencies to build trust and enhance public safety through the development of a Nashville model of neighborhood policing.		
	Problem 1	23	
	Some vulnerable populations, particularly family members and people with mental illnesses, are reluctant to call or interact with MNPDP officers due to concerns about officer behavior and fears that officer presence could escalate the risk of a conflict.		
	Goal	23	
	Commit to a new culture of policing that builds on the “guardian role” and partners with vulnerable communities to address community priorities and local crime patterns in order to increase safety.		
	Action Items	23	
1	Require training of all officers on strategies that promote neighborhoods’ abilities to control the behavior of members and groups in their own communities, a concept sociologists refer to as “collective efficacy;”		6-12 months
2	Adopt a model of problem-oriented community policing in areas with the highest arrest rates in order to work with neighborhoods to identify and address their public safety priorities.		6-12 months
	Problem 2	24	
	There is a strained relationship between the MNPDP and Black youth and other youth of color from lower socio-economic areas.		
	Goal	24	
	Adopt youth specific policies and programs that address the special needs of at-risk youth and commit to positive police interactions.		
	Action Items	24	
3	Provide opportunities for police officers to interact with youth in community settings and in non-enforcement contexts		6-12 months
4	Provide trauma-informed, juvenile-oriented training for all officers annually;		6-12 months
5	Expand the use of School Resource Officers (SROs) with clear and consistent policies of the role of the SROs in the school system;		6-12 months

6	Expand the use of conflict resolution, restorative justice, counseling, and other forms of intervention.		6-12 months
	Problem	24	
	Traditional policing requires officers to perform services better suited for other community resources.		
	Goal	24	
	Develop partnerships with community-based nonprofits to support the delivery of social services that enhance safety and promote conflict resolution.		
	Action Items	24	
7	Identify and expand relationships that redirect traditional police work to methods that better serve particularly vulnerable populations within the community, including developing a co-response model in mental health crisis intervention. This should include Crisis Intervention Teams (CIT) trained to be responsive to a range of ages and the continuum of needs and violence interrupter teams already in the community;		12-18 months
8	Develop and implement a coordinating entity that can, in partnership with various nonprofits, deliver the appropriate service response related to mental health, homelessness, domestic disputes, child services, youth referrals, youth engagement, and faith-based institutions		12-18 months
9	Identify and support funding for nonprofits as they pivot towards partnering with the police department and covering new roles as the police begin to focus on their highest and best use of time		12-18 months
	Problem 3	25	
	Traditional policing has required police to serve as first responders to mental health and addiction crises even though police are not clinically trained to address these crises and refer individuals to appropriate services.		
	Goal	25	
	Establish a co-response model to mental health crises for Nashville by creating a Crisis Intervention Team (CIT) unit in the MNPD and selecting officers interested in serving in the unit; ensure that mental health professionals serve as co-responders and, where possible, lead interventionists. **potential grant opportunity in Jan 21**		
	Action Items	25	
10	Continue to partner with the Mobile Crisis Unit and refer to the Crisis Treatment Center operated by the Mental Health Cooperative.		Immediately

	Problem 4	<i>25</i>	
	Currently, EMS transports all individuals presenting a behavioral health crisis to emergency departments, which does not ensure referral to appropriate care, increases the likelihood of repeat crises, and reinforces the role of the police as first responders in situations for which they are not trained.		
	Goal	<i>25</i>	
11	Build the capacity across Metro to respond appropriately to behavioral health crises and facilitate swift referral to mental health clinicians by securing a CMS waiver to transport people in crisis to emergency psychiatric services, including the Crisis Treatment Center, and allowing reimbursement of these services to EMS.		6-12 Months

Item	Section Two: A Police Department that Reflects the Diversity of Nashville	page in report	Timeline Proposed
	Result	27	
	The MNPDP better reflects the diversity of the city it serves at every level of the organization. The Policing Policy Commission sees increasing diversity in the police department as a top priority for the next Chief of Police.		
	Problem 5	27	
	Recruitment behaviors currently work against efforts to promote diversity; the MNPDP does not attract, retain and promote enough qualified people of color and women applicants.		
	Goal	27	
	Commit to a new approach to recruitment that builds trust with Nashvillians, increases the number of people of color and women applicants through innovative recruiting strategies, and focuses on sustainable workforce outcomes.		
	Action Items	27	
12	Set bold, ambitious goals for recruiting diverse applicants; remove barriers to recruitment of underrepresented populations; and publicly report on openings and results;		Immediately
13	Diversify the Recruiting Unit so that it mirrors the diversity sought in the overall workforce. Increase the Recruiting/Hiring Unit with additional sworn personnel from underrepresented groups.		Immediately
14	At least twice each year, recruit an applicant pool that mirrors the Davidson County/Nashville population.		Immediately
	Goal	27	
	Report to public the demographic characteristics of applicants for MNPDP police officer positions through a coordinated communications effort between the Mayor’s Office and MNPDP leadership.		
	Action Items	27	
15	Create a plan with owners and benchmarks to increase minority applicants		12-18 months
15a	Draft a detailed 36-month plan for recruiting qualified diverse candidates		12-18 months
15b	Offer incentives, such as Academy graduation bonuses, to attract a diverse applicant pool		12-18 months
16	Offer incentive pay for exceptional qualifications, such as bi- or multi-lingual candidates		12-18 months
17	Offer a referral bonus for officers who recommend a candidate who graduates from the Academy		12-18 months

	Goal	27	
	Report to public the demographic characteristics of applicants for MNPd police officer positions through a coordinated communications effort between the Mayor's Office and MNPd leadership.		
	Action Items	27	
18	Increase digital efforts to recruit MNPd candidates. Hire digital/marketing agency or personnel with experience in diversity engagement to create a campaign to raise interest in policing careers for minority candidates.		18-24 months
19	Eliminate possible barriers and disqualifiers to hiring candidates from underrepresented demographics.	28	Immediately
20	Establish new recruiting and hiring processes that emphasize character first		12 Months
21	Develop training that fosters the necessary skills, knowledge and abilities		12 Months
22	Set minimum character requirements and train for knowledge, skills and abilities		12 Months
23	Assess culture of academy and training practices		12 Months
23a	Maintain a diverse MNPd training academy staff		12 Months
23b	Increase diversity training for MNPd Academy staff		12 Months
	Problem 6	29	
	Black officers as a group are older than any other group of officers in the department, reflecting attrition before retirement age and fewer numbers of young recruits. Women, Latinx, and other diverse communities are underrepresented on the force.		
	Goal	29	
	Institute new practices to retain sworn officers with an emphasis on existing Black and Latinx officers, women, and other underrepresented officers in the force. Increase promotional opportunities and assignment-based pay to attract minority candidates and women.		
	Action Items	29	
24	Utilize workforce development strategies to improve retention rates for minority officers and women		6-12 Months
25	Increase promotional opportunities and assignment-based pay to attract minority candidates and women		6-12 Months
26	Set aggressive goals to improve retention rates so that MNPd reflects the population of Nashville-Davidson County		6-12 Months
27	Initiate a two-year study of exit interview data and conduct anonymous internal and external surveys of former officers to determine why minority officers left the MNPd		6-12 Months

28	Utilize data to improve retention rates for minority officers		6-12 Months
29	Arrange for an external entity to conduct exit interviews		6-12 Months
30	Create a minority mentoring program to encourage a promotional track for MNPd police officers		6-12 Months
	Problem7	29	
	The leadership of MNPd is significantly less diverse than the population of Nashville.		
	Goal	29	
	Establish a clear and transparent process for staff to be promoted into valued leadership roles and periodically report to the public on promotions.		
	Action Items	29	
31	Prioritize the promotion of qualified minority and women candidates to improve representation within the police department and publicly report results		Immediately
32	Publicly release the demographics and qualifications of staff being promoted to leadership positions and permanently post publicly any requirements, guidelines, and decision-making process for promotions		Immediately

<i>Item</i>	<i>Section Three: Disparities in the Use of Force</i>	<i>page in report</i>	<i>Timeline Proposed</i>
	Result	<i>30</i>	
	The MNPd works to eliminate disparities in the application of all types of use of force and issues regular reports around the use of force, while also providing information to the COB to conduct its core oversight responsibility.		
	Problem 8	<i>30</i>	
	Despite an overall decline in police use of force, disparities in use of force persist in four categories of use of force.		
	Goal	<i>30</i>	
	Commit to new practices, procedures, and policies that result in the dramatic decrease of racial disparities.		
	Action Items	<i>30</i>	
33	Require that de-escalation tactics be utilized before an officer uses force, be it non- deadly or deadly		6 Months
33a	Establish that failing to use reasonable de-escalation techniques under the appropriate circumstances will result in disciplinary action		6 Months
33b	Require that training clearly states and teaches that physical force should only be used as a last resort		6 Months
	Problem 9	<i>30</i>	
	The #cantwait website, which was last updated on MNPd policies on August 15, 2020, reports that the Nashville police department fulfills only four of the eight requirements.		
	Goal/Action Item	<i>30</i>	
34	Incorporate policies that fulfill the remaining four recommendations of the #cantwait initiative. The following procedures should be updated: Requires De-escalation, Duty to Intervene, Ban Shooting at Moving Vehicles, and Requires Comprehensive Reporting.		Immediately
	Problem 10	<i>31</i>	
	“No-knock,” “knock-and-announce,” or any kind of forced entry to execute an arrest warrant or a search warrant presents an unacceptable risk of harm or death to the community members and/or officers involved.		

	Goal	31	
35	Officially and explicitly ban “No-Knock” warrants in all of MNPB materials, including its manual		Immediately
	Action Items	31	
35a	Together with the Metropolitan Nashville Community Oversight (MNCO), conduct a thorough review of MNPB’s “Knock-and-Announce” policies, using all relevant materials, and make suggestions for improvements that draw on national best practices of review		Immediately
35b	Require that body-worn cameras be mandated for all officers participating in “knock-and- announce” warrants		Immediately
35c	Require that serving “knock-and-announce” warrants will automatically be grounds for a review by MNCO		Immediately
36	Require consistent use of bodyworn cameras by officers		Immediately
36a	Require that the MNPB captain who oversees bodyworn cameras report directly to the Police Chief concerning content from videos that document use of force and compliance by officers and that said Captain works collaboratively with the MNCO and other community organizations		Immediately
36b	Create policy regarding regular review of the videos.		Immediately
	Problem 11	31	
	Excited Delirium		
	Action Items	31	
37	Stop teaching “excited delirium” at the Police Training Academy		Immediately
37a	Partner with EMS and Mobile Crisis to develop protocols ensuring the safety of the individuals, the officers, the community, and the EMS providers		Immediately
37b	If, at the scene of an incident, officers suspect a medical emergency, call for EMTs and trained mental health providers to assess each suspect and recommend appropriate course of action		Immediately
	Problem 12	32	
	An impartial review of systemic MNPB issues that lead to disproportionate uses of force against communities of color is overdue.		
	Goal	32	
	Cooperate with Metro Nashville Community Oversight (MNCO##), the Metro department that supports the work for the Community Oversight Board (COB), to allow for quarterly, random audits of MNPB records, including arrest reports, body/dash cam footage, and personnel files to determine whether racial and/or other bias appears to be a factor in arrests		

	Action Items	32	
38	Consult with MNCO prior to formalizing any future initiative targeting high-crime areas in order to review the intent, purpose, and potentially negative ramifications of the initiative prior to implementation		6-12 Months
39	Conduct a full-scale review of MNPDP's Continuum of Force with MNCO that strongly considers and remedies the harm to community relations and the disproportionate impact that teaching "Police Presence" as the first step on the continuum of force creates in communities of color and other marginalized communities		6-12 Months
40	Support and extend full access to MNCO for the review of the following: requests for the receipt of weapons and vehicles under the 1033 Program; requests for grant funding from the federal government that will be used to purchase military-style weapons and vehicles; and proposals to purchase military-style weapons and vehicles from vendors.		6-12 Months
41	Consider clearer policy using more specific techniques, including chart or pyramid of de-escalation techniques that are prerequisites to use of force around the MNPDP Incident Decision Making Model		6-12 Months
42	Consider whether there are alternative de-escalation techniques to Vistelar Verbal Defense and Influence (VDI) de-escalation techniques that have proven effective in peer-city police departments;§§		6-12 Months
43	Enhance policies regarding agency referrals regarding mental health.		6-12 Months

<i>Item</i>	<i>Section Four: Officer Training, Skills, and Behaviors and Department Culture</i>	<i>page in report</i>	<i>Timeline Proposed</i>
	Result	33	
	MNPD officer training, skills, and behaviors, as well as department culture, reflect a commitment to consistent and respectful interactions with all Nashvillians, including African Americans and other residents of color, Muslim Americans and immigrant-origin communities, and LGBTQ+ residents, as part of a concerted effort to eliminate disparities in the use of force.		
	Problem 13	33	
	The current training and promotion policies and procedures fail to equip officers with skills to connect with diverse populations and reflect a default position of police as “warriors” not as “guardians.” In particular, the current MNPD training curriculum is imbalanced as it relates to “empty hand” tactics and trauma-informed training and practices.		
	Action Items	33	
	<i>Officer Preparation</i>		
44	All officers (non-administrative roles) engaging with the public should submit to annual physical and mental health examinations, with the mental health examinations facilitated by non-MNPD personnel and the physical health examinations including a minimum standard agility exam;		6-12 months
45	New recruits should receive COB education, exposure, and engagement that offers an opportunity to explore and discuss MNPD and COB’s working relationship and the role that COB plays in engaging and representing the community.		6-12 months
	<i>Training</i>		
46	Replace the existing Training Academy facility, which is too small and seriously outdated;		
47	Through required training, continue to emphasize de-escalation and less use of deadly force by officers;		12-18 months
48	Review training annually, including a regular review of national best practices and resources needed to improve trainings and the resources needed to decrease the potential for use of force techniques;	34	12-18 months
49	Implement policies and tools for greater public transparency on use of force incidents, including demographic, geographic, and other identifying information.		12-18 months

	<i>De-escalation</i>	34	
50	Increase the hours of empty-hand training at the academy and during in-service training;***		6-12 months
51	Incorporate comprehensive, trauma-informed practices into all training;		6-12 months
52	Allow MNCO to review all MNPDP policies, procedures, and trainings to ensure consistency between policies in the Manual and prohibitions that are covered in training.		6-12 months
	<i>Cultural Competency - Provide mandatory cultural competency training, providing positive exposure to marginalized neighborhoods and community members.</i>	34	
53	Educate officers on the history of MNPDP engagement and presence with neighborhood/community groups that goes beyond 1960's Civil Rights era.		6-12 Months
	Problem 14	34	
	Culture - The current culture of the MNPDP is not inclusive for all groups.		
	Result	34	
	Enhance internal training to ensure an equitable and inclusive workforce where all staff, and therefore community members, will feel safe and are able to thrive within the MNPDP.		
	Action Items	34	
54	Hire outside experts to conduct a thorough assessment of cultural competency of policies, testing, and training classes;		6-12 months
55	Immediately begin tracking all complaints to determine whether a pattern of misbehavior exists among the workforce;		6-12 months
56	Revise policies to eliminate use of children and neighbors as interpreters; implement procedures to ensure use of neutral, competent interpreters for non-native English speakers.		6-12 months
	Problem 15	35	12-18 Months
	The MNPDP has had public claims of sexual assault/sexual harassment complaints.		
	Result	35	
	Create a workplace where sexual harassment and assault is not tolerated.		
	Action Items	35	
57	Ensure that internal MNPDP complaints are handled in a trauma-responsive manner;		12-18 Months
58	Refer all sexual assault investigations to an outside agency in consultation with the District Attorney's Office;		12-18 Months
59	Create a "zero tolerance" policy around sexual assault and sexual harassment;		12-18 Months

60	Identify senior staff or form a committee of existing personnel to ensure a diverse response within the MNPd and provide support and feedback on strategic departmental goals in a budget neutral fashion.		12-18 Months
	Goal	35	
	Reduce the number of harassment complaints within the department by creating a culturally aware workplace as well as conducting training on proper speech and behavior.		
	Action Items	35	
61	Increase anti-bias and cultural competency training and Title VII training;†††		6-12 Months
62	Handle harassment or hostile workplace complaints expeditiously and communicate their resolution to the parties;		6-12 Months
63	Consult with the Sexual Assault Center (SAC), The YWCA, and other NGOs to conduct a blind review of complaints and policy;		6-12 Months
64	Adopt the International Association of Chiefs of Police and the US Department of Justice's recommendations for how to conduct sexual assault/harassment complaints within MNPd;		6-12 Months
65	Create an aggressive policy to prevent all retaliatory behavior or treatment;		6-12 Months
66	Prohibit LGBTQ+ and sworn personnel from being out for assignment or placed within the department because of their identity within the population. Maintain and increase support for the LGBTQ+ MNPd liaison;		6-12 Months
67	Develop a multi-disciplinary working group to help MNPd improve trauma-responsive policies. Establish relationships with outside agencies to monitor adherence to new policies		6-12 Months
	Problem 16	35	
	The morale within the MNPd suffers because of a perception of inconsistent disciplinary application.		
	Goal	35	
	Establish a transparent and timely process for complaints and disciplinary action.		
	Action Items	35	
"	Publish a standard operating procedure that is readily accessible to sworn personnel and the public;		6-12 Months
69	Complete all investigations of officers who have been taken off duty (decommissioned) within 30 days;		6-12 Months
70	Assemble a multi-disciplinary team to review and revise standard operating procedures on discipline and disciplinary investigations;	36	6-12 Months

70a	Communicate the process to all parties involved in the investigative process;		6-12 Months
71	There should be a 45-day limit from the time an employee requests a hearing until it is conducted, to mirror the time limit given the MNPd to conduct Office of Professional Accountability investigations.### This time should be extended with justifiable cause, such as requests by the employee to extend for preparation, or revelations of new evidence as examples of some causes;		6-12 Months
71a	Establish a procedure for reviewing those exceptions to the time deadline and limit those exceptions to only those which fit it the acceptable category.		6-12 Months
	Goal	36	
	Research and Public Reporting		
	Action Items		
72	Make efforts to collaborate with research universities to measure effectiveness of policies and procedures in achieving department goals, particularly with respect to community engagement and satisfaction.	36	12-18 Months
	Goal	36	
	Use of Force: Implement policies and tools for greater public transparency on use of force incidents, including demographic, geographic, and other identifying information.		
	Action Items	36	
73	Explicitly define what qualifies as “soft empty hand contact” and what warrants the filing of a Form 108, the MNPd form used for reporting use of force and how these practices will be taught during academy instruction;		6-12 Months
74	Make the use of Form 108 mandatory despite injury or “soft empty hand” contact between officer and any non-MNPd person;		6-12 Months
75	Develop a clear definition of broad terms like “serious bodily injury” and “injury” for determining disciplinary actions;		6-12 Months
76	In the event that a use of force results in the admission to the hospital, remove officers from the line of duty and field assignments until a formal investigation has been completed;		6-12 Months
77	In the event that an officer uses an All-Points Bulletin (APB) as a justification for stopping and/or arresting a suspect, require that officers include information about that APB/Department of Emergency Communications (DEC) communication in their notes/report.		6-12 Months