Welcome!

One thing you remember from our last session.

Trust, Communication and Acceountability

I cannot get the image of Antonio falling on the group and having CPR performed on him while he was handcuffed.

Needing accountability from TPD regarding excessive force cases.

That Police are given the option to take a paid pension if they quit prior to being held accountable for gross Negligence that leads to death

Review of information and good discussion.

Reviewing the Tempe Police Training that teaches officers to "hunt" so called criminals.

Antonio Are Review

Lots of emotion to overcome, and learning much more than what was available publicly.

The importance of family's rights when a member is arrested, harmed, or killed.

Since our last time together it was reinforced that the City staff can be helpful - much of that is based on using common language and meaning of terms.

Many do not have an accurate understanding of defund the police 👍

The city of Phoenix and Tempe has effectively criminalized members of the community in such a way that the movement is silenced.

The use of force committee hasn't met in over 2 years.

Something you've learned since last session you would want to share.

What is something you are thankful for this holiday season?

Those who have the courage to speak truth and embrace discomfort.

Health and Family

Colder weather!

Family is healthy

Health

New Zealand

Healthy and able to work from home
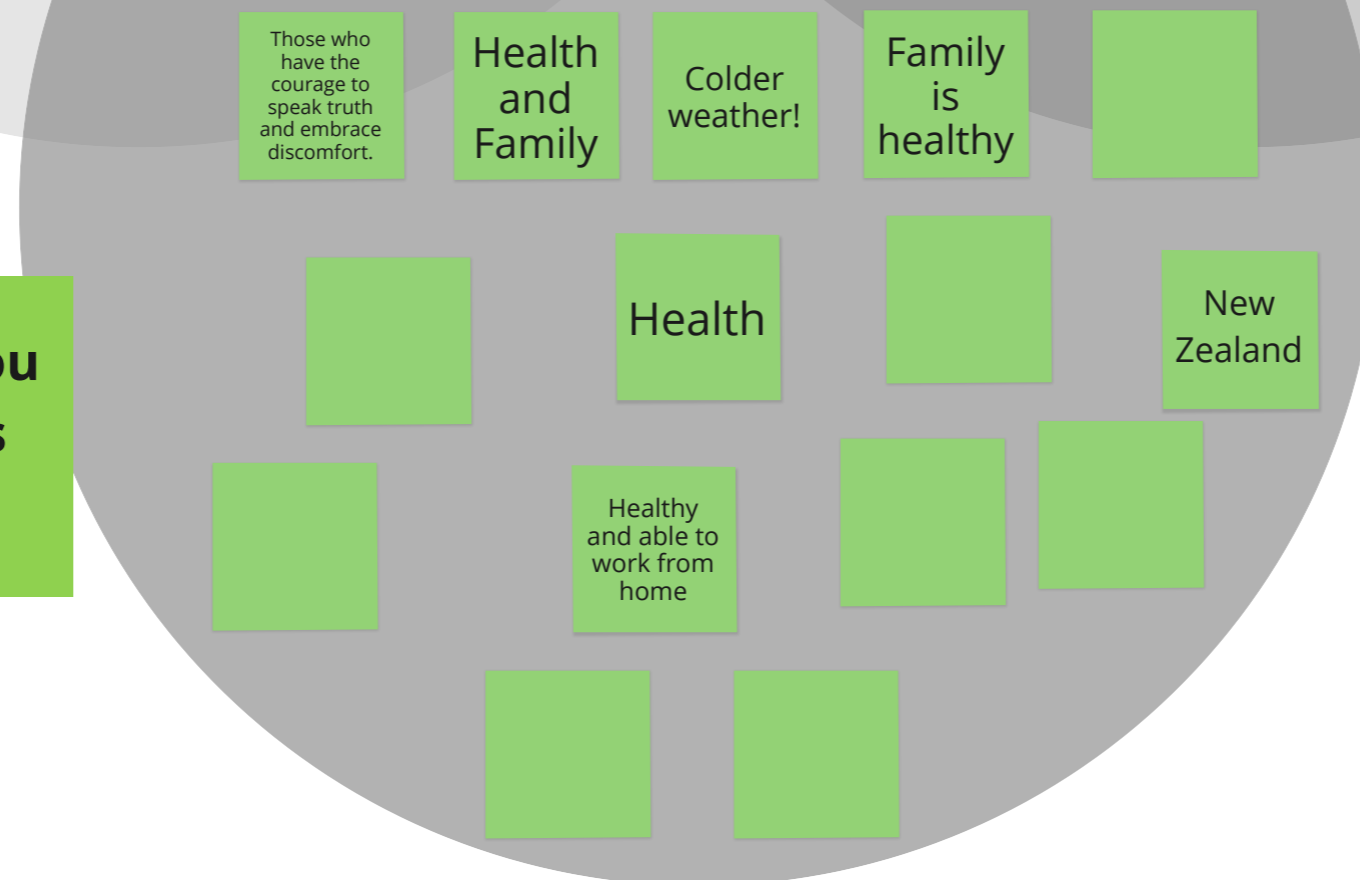
Click on Miro link in Zoom Chat to view the session board

1

4

miro My First Board ☆

undo / redo

show/hide
collaborators' **cursors**

Share

exit to
dashboard

export

collaborators
panel

**board
settings**
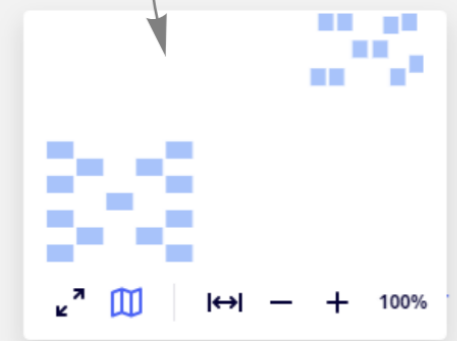
content creation
toolbar

Share the
board

🚫

Lock press
to unlock

•••

**Do not unlock
anything that is locked.**
Seriously.

Use the **navigation** panel
"minimap" to zoom in/out,
pan around the board quickly,
or go to go fullscreen

see more

collaboration
toolbar

You may need to expand this section.

3

100%

2

You may need to expand this section.

Reminder: Screen Set up Options

Please join with a large screen device, such as a desktop, laptop, or tablet. We will use Zoom for video, audio, and hand raising, so if you have a smaller screen or tablet, you may want to join Zoom on your phone to maximize space.
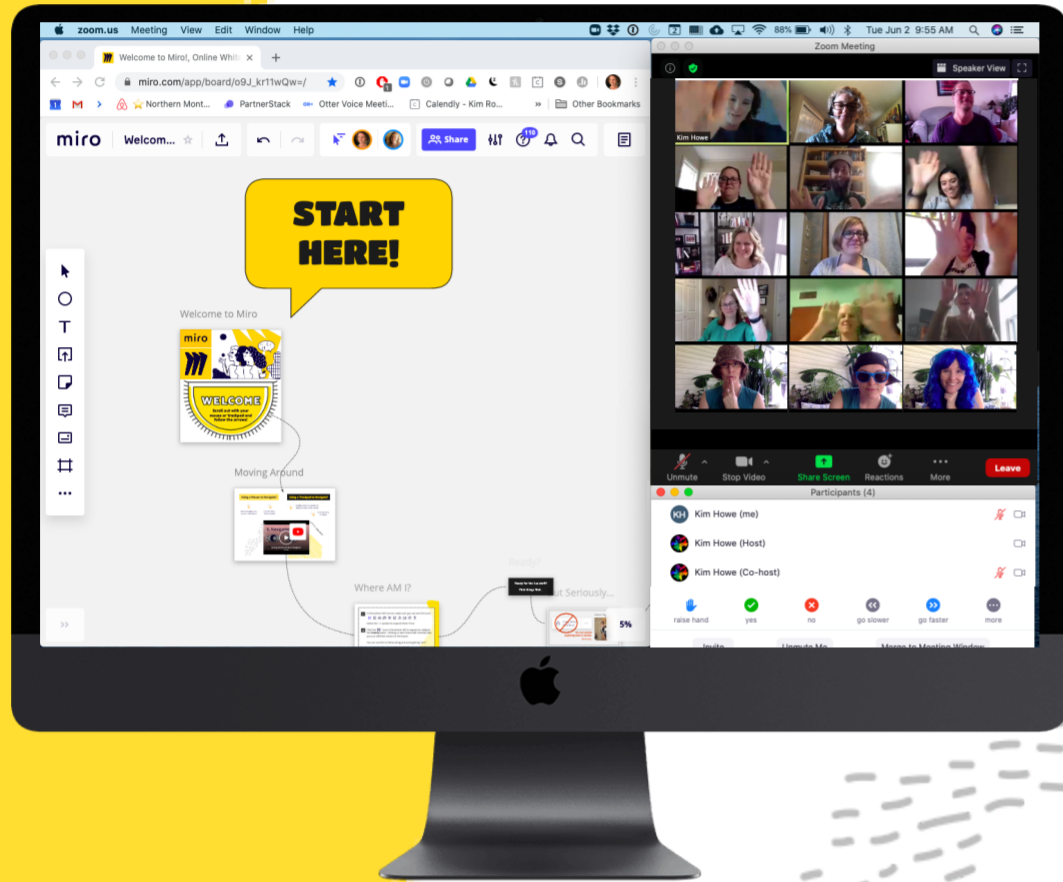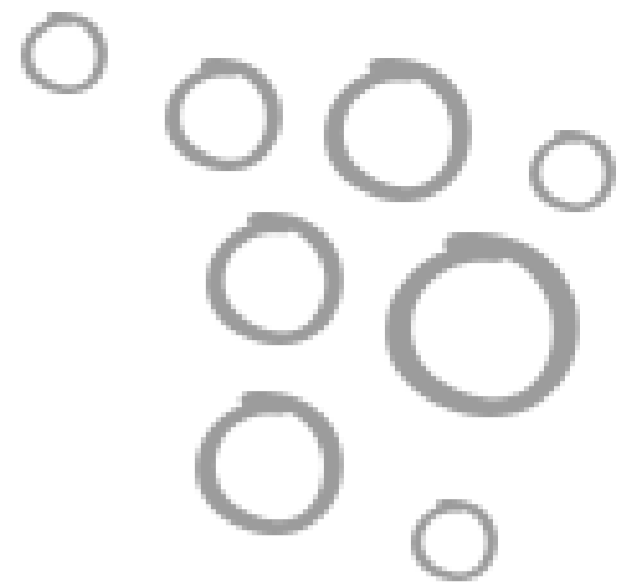
Single Screen (Desktop or Laptop)

- Log into Zoom, then open Miro in your browser.
- In Zoom, choose the video layout you prefer.
- Pop out your participant panel in Zoom so you can use "raise hand" feature easily.
- Layout these 3 windows however you like.
- To lock zoom or your browser to either side of the screen, use the *Windows + Arrow keys* shortcut.

On Windows 10:
1. Hold the desired application window with your mouse and drag it to the left or right side of your screen until you see a visual representation of where the window will populate.
2. Let go of mouse.
3. Select the desired application window from Snap Assist to fill the other side.

OR click the window and right or left arrow keys at the same time

Then release both keys.

On Mac IOS:
1. With your Zoom Window open, open another browser window to the other web content you wish to view.
2. In the upper left-hand side, hover your mouse over the green dot/ button until it reveals a drop-menu (see example to right).
3. Select "Tile Window to Left of Screen" or "Tile Window to Right of Screen".

On Mac: Hover over green dot to access split screen options

Enter Full Screen
Tile Window to Left of Screen
Tile Window to Right of Screen
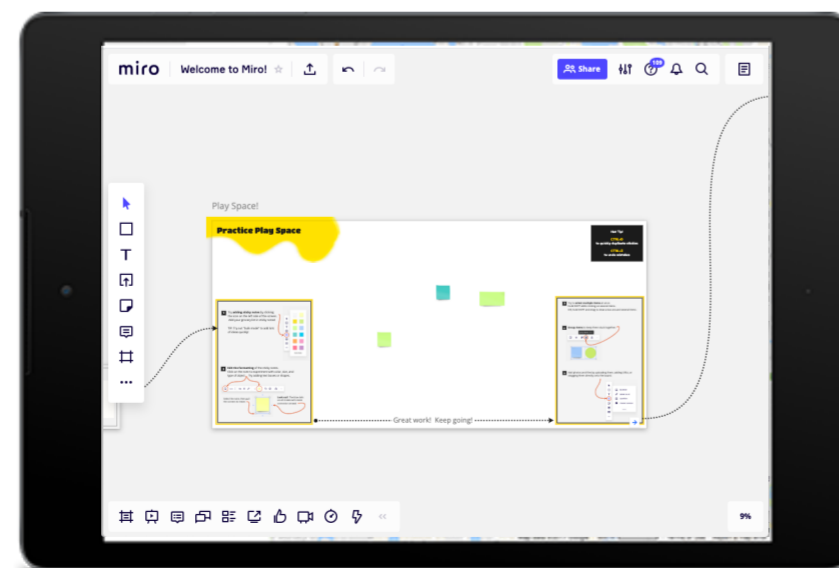
Download the Miro app!

Two Portable Devices

Log into Zoom on your phone and Miro on your tablet.

PUBLIC SAFETY ADVISORY TASK FORCE

Tempe

Public Comment

People • Integrity • Respect • Openness • Creativity • Quality • Diversity

PUBLIC SAFETY ADVISORY TASK FORCE

Tempe

Rosa Inchausti

Director, Strategic Management & Diversity Office

People • Integrity • Respect • Openness • Creativity • Quality • Diversity
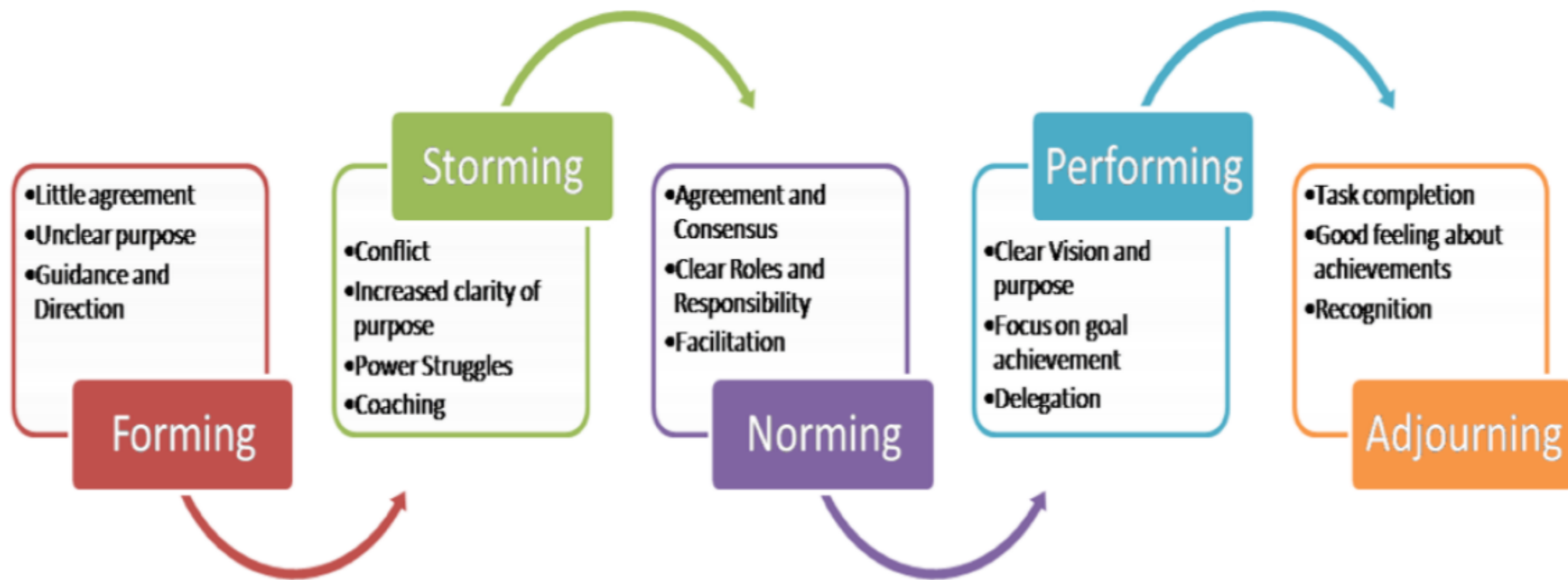
Tuckman's Model on Group Stages

- Little agreement
- Unclear purpose
- Guidance and Direction

Forming

Storming

- Conflict
- Increased clarity of purpose
- Power Struggles
- Coaching

- Agreement and Consensus
- Clear Roles and Responsibility
- Facilitation

Norming

Performing

- Clear Vision and purpose
- Focus on goal achievement
- Delegation

- Task completion
- Good feeling about achievements
- Recognition

Adjourning

Fig 2: Team Development stages

Source: Okpalad, based on Tuckman and Jensen (1977)

Today's Process

What Informs Our Planning from the Case Study, SWOT Analysis and Pre-Survey?
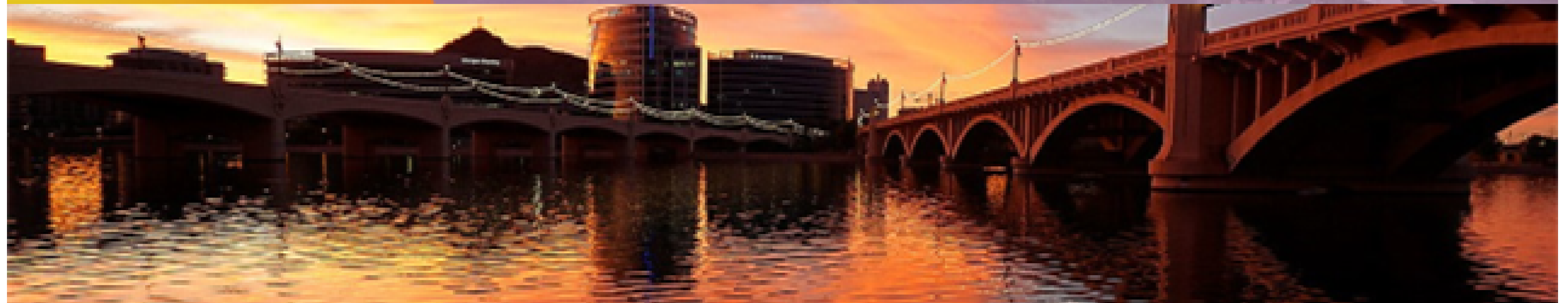(continued from 11/10/2020)

- Follow-up to Questions from 11/10/20
  - 20 minutes
  - Jeff Glover, Interim Police Chief

- 3 Break-out Rooms
  - 20 minutes
  - Facilitated by Rosa, Jonae, Wydale

- Large Group
  - 15 minutes
  - Facilitated by Wydale

- Results = Insights to inform our Planning

Visioning for the Future

- Strategic Planning Framework

- Preparing for Strategies

- Homework

Report Out: Strengths

New Leadership

Willingnes to include community who has been most negatively impacted and previously excluded

Strong Desire to Change by Community / Police / City Leaders

Community: willing to do the work and cares

Care7: already doing good in services

Clearly a moment where the political environment where reforms are possible

Open Tempe Data Academy Ahead of other cities Willingness to change

Culture of data in the City

Activity level Crime data collected Spark Unit tech has a good analytical unit

Well defined open data policy and process for publishing data

Acceleration model - departmental analysis of acceleration for goal attainment and budget planning. Aligned to priorities.

Open line of communication between Community and TPD. allowing information regarding reasonable and actionable changes

Working directly with elected officials.

Citizen Review Panel exists

Care 7

Tempe acknowledges the need to be inclusive with the Black and Brown Community

police as partner in process

Compensation and benefits package offered to Police

continuing interest-recruits

competitive/selective process

community relations for recruitment

Notes:
- Questions about language of "black and brown" communities, needing clarifier of 'vulnerable' populations.
- How do we know we have a good benefits package for Police? Benchmark ourselves in comparison to other cities - at one point we were highest starting salary in E Valley. Also competitive with other agencies. Including tuition reimbursement and health care.
- How do we benchmark in training

INSTRUCTION: Place your dot on the 'strength' we best can build on to improve community trust with police.

Report Out: Weaknesses

Lack of transparency related to holding police accountability

Lack of public acknowledgment about the other dimensions of public safety other than policing

Funding priorities - the militarization of policing

White fragility

Lack of acknowledging the role of structural racism

Disproportionate funding priorities

Lack of transparency in MOU process

Funding: lack of funding or funding that can be collaborated with other de

A sense of a lack of accountabiity/timely communications

Dispatch: dispatch associated with police but not all police calls; needs to be independend

Data: needs to be available and updated

Lack of true accountability for excessive force and racial profiling.

Lack of up to date data on arrest/use of force on black and brown subjects

Lack of transparency i negotiation of MOU with Union

Use of force reform regarding language such as "reasonable belief" and " if there is time".

Insufficient funds for mental health response

general curriculum; outside training

getting at implicit bias

inability to have our own training standards

automatic disqualifiers of AZ POST

can't embed Tempe culture into training

what is demographic of our pool? who are we disqualifying?

Demographic data availability (by hand today)

Data transparency - what gets published and how is that determined?

Cost and lag time on improving data collection

Incomplete Data Not timely Missing outcomes

Automation for real-time results

Notes:

Comments or questions?

INSTRUCTION: Place your dot on the 'weakness' that could derail our efforts if we don't pay attention to it.

Report Out: Opportunities

Understand public process of MOU and budget

Create a safe and supportive environment for communities o color/marginalized communities

Opportunity to reframe responsibilities of TPD to prevent issues with officers lacking training in vital areas..

Opportunity to ensure the Police Panel is given full powers and independent of TPD.

Show progress
Document mitigation plan
Measure Success
Predictive Analytics

COVID lessened opportunity to speak to the community

Use data to drive Police policy

Hear From a Broader Community

Creating a model for other Police Septs

Opportunity to look into TPD using excessive force to suppress peaceful protests.

Share data and information to help frame solutions

Use of force data for public awareness

Potentially refocus performance measures to prioritize efforts in PD

Business outreach and collaboration

Opportunity for public engagement

Immediately implement best practices

Involve reps from the Equity in Action group

reframe the responsibilities of officers

Ensure we're appropriately framing the problem so a data solution can be implemented - to help move to the next level of data collection and reporting

Better data will lead to better policy over time

Care 7: expanded models

Acknowledging trauma - police AND community

increase diversity/broaden our candidate pool

implicit bias testing

partnerships with other cities/ASU

review recruitment process and data about candidate pool

identify ways to better prepare candidates in the recruitment pool

training modified by current trends

Decoupling Care 7 from the police completely

Focus needs to be driven directly to those needing services

Notes:

- Wider spread of dots, more variety of opportunities to pursue.
- The power of "better" data.
- What makes data "better"?
- Idea of reframing responsibilities, and what is the responsibility of Care7, may result in different responses for officers.

INSTRUCTION: Place your dot on the 'opportunities' we might leverage to for community trust in police.

Report Out: Threats

No talking about the actual problems

Unable to forgive the past

Distrust of PD by marginalized and other communities

Fallout from elections

Counter Terrorism Unit

Not being able to reach consensus that data collection is a very important part of this proocess

Lack of transparency Dismissive to plan Culture Change Willingness to Change

If people believe PD is not transparent/hiding or manipulating data

Everything I shared in Weakness if not addresssed

Lack of trust

Sacrificing strenghts to address immediately determined weaknesses

Qualified immunity shielding officers from accountability.

Look at policies regarding no knock warrants and chokes holds. Making policies that are geared towards protection and not harm

Bias in collecting the data

Difficulty providing context to the data

Cost to invest in and implement a solution

Resources: lack of resources

Trust/Vernacular: have to have common language and other efforts to build community trust to do this work

Money/budget

External perception issues

Internal concerns about change - need buy in for change to happen

Notes:
- Concerns regarding the counter-terrorism unit and how people are experiencing it.
- New Times article indicated investigations into BLM and other such groups by the Threat Mitigation Unit. Concerns about these investigations.
- Lived experience of being the target of these shared. Example: July 27th incident.
- Investigations as centered around public events, doing threat mitigation, keep a level of safety. Uses a key word search.
- Questions / concerns about right wing groups NOT being surveilled.

Justice System: needs overhaul entirely

Transparency

How to continue to attract quality recruits

INSTRUCTION: Place your dot on the 'threat' that demand our focus in our planning?

Break-Out Rooms

Room 1

Keisha Acton
Dr. Robbie Adler-Tapia
Judi Baumann
Pam Goronkin
Jacob Moore
Michael Soto
Genevieve Vega
Janelle Wood
Corey Woods

Facilitator:
Wydale Holmes

Miro & Public Records
Scribe:
Nikki Ripley

Room 2

David Carey
Arlene Chin
Andrew Ching
Melody Elkin
Hassan Ellsaad
Dr. Raquel Gutierrez
Viri Hernandez
Randy Keating
Jon Mulford
Rabbi Dean Shapiro

Facilitator:
Jonae Harrison

Miro & Public Records
Scribe:
Alisa Oyler

Room 3

Alana Chavez Langdon
Suzanne Durkin-Bighorn
Patti Hibbeler
Lauren Kuby
Dr. Shereen Lerner
Randy Perez
Jacob Raiford
Sue Ringler
Roy Tatem

Facilitator:
Rosa Inchausti

Miro & Public Records
Scribe:
Brianne Fisher

What can we learn from this case that informs our planning?

having a victim advocacy center similar to other cities

Family and victim advocate that has independent power from the police protocol

Judgment-based scenario training

● Creation of a family bill of rights.

Policy regarding calling for back up

Policy for properly ID officer on scene

Training 911 / dispatch in triage and decision making

Not criminalizing the community members who advocating for families

Lifesaving actions that are not delayed or encumbered

Family interactions that are transparent, timely and accurate

Relationship building w neighborhood, schools and community

Family engagement protocols

Statewide independent review body to work in conjunction with a community body

More engagement with the citizens review board in use of force cases

Communal response that is ritualistic, educates and informs of how it should have happened

Creation of best practices that is formed by the community and most impacted used for school and police

Leveraging technology for improving communication, BWC and violent situations

Training and accountability on de-escalation and use of force (pursuing suspect in alley)

Checking on the mental health of the officers who may not be prepared to be back out on the street

Humanity and dignity that all members of the community need to be afforded (officers and community members)

Proactive intervention practices that promote investment in programs and services

Create consequences for loss of life ●

Streamlined and trusted crisis response communication

Officers fit for duty policy

Look at the shooting protocols: Shift from shoot to kill to shoot to injure.

Training: shifting mindset from Warrior to Guardian

Standards on physical and mental fitness

Create a clear definition of threat and how it informs use of force

Day and the life of an Officer

Decesion making and triggers on using certain levels of force in situations

Revision - shift from shoot to kill to other ways to de-escalate (Open carry State)

Communication protocol/plan and timeline for communicating to victims family,

Create a framework that is grounded in the historical roots of policing

Training on difference between technical problem vs adaptive challenge

Evaluation of fit for duty at time of recruitment and during lifetime of service
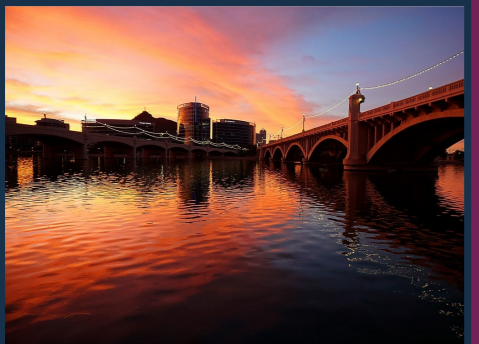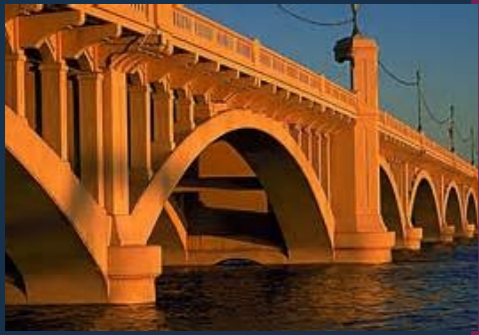
Impact of stress of job or personal issues on decision-making and judgment; need more frequent mental health checks

Complete the record / data base to reflect action of accountability regardless of retirement status

Established mental health (internally/embedded/in-house)person-regular, psychological checks - with standards; comprehensive (field, MH professional, team); Create state standards (lead the way) - city pre-emption

Ability to appropriately assess and judge the situation (i.e. level of threat) at hand

Domestic violence by officer taken into account as a leading indicator/factor of bad behavior - totality of situation for fitness of duty

Session Break

Strategic Planning Framework

Repeated Topics Shaping the Vision
Sources: Pre-Survey, SWOT, Case Study

- Training, Training Budget and DEI
- Personnel Policies, Accountability and MOU
- Family and Victim Engagement
- Recruitment for Diverse and Fit Officers
- Crisis Response, Prevention and Increase Role of CARE 7

- Police Service Model
- Community Engagement and Communications
- Data Analytics, Performance Measures
- Community, Holistic Approach
- Budget Alignment and Allocation

- Laws and Accountability
- De-escalation and Use of Forces - Policies, Training and Mindset
- Mental Health and Physical Fitness
- Engagement with Vulnerable Populations
- Engagement with Schools and Community Agencies

- Transparency and Communications (esp. around incidents, processes)
- Transparency in communications around incidents
- Officers (unarmed) being engaged in and members of the community
- Citizen Review Panel and Independent Review
- Re-understanding 'Public Safety' as different that policing and more intersectional

What is a positive level of engagement? Level of presence?

- Honoring what the community already brings to the table - the dignity of all

Homework

What innovative, substantial actions will move us toward our vision?

Closing Reflection

Double click to add your comments below or add your comment into chat to help us assess this session.
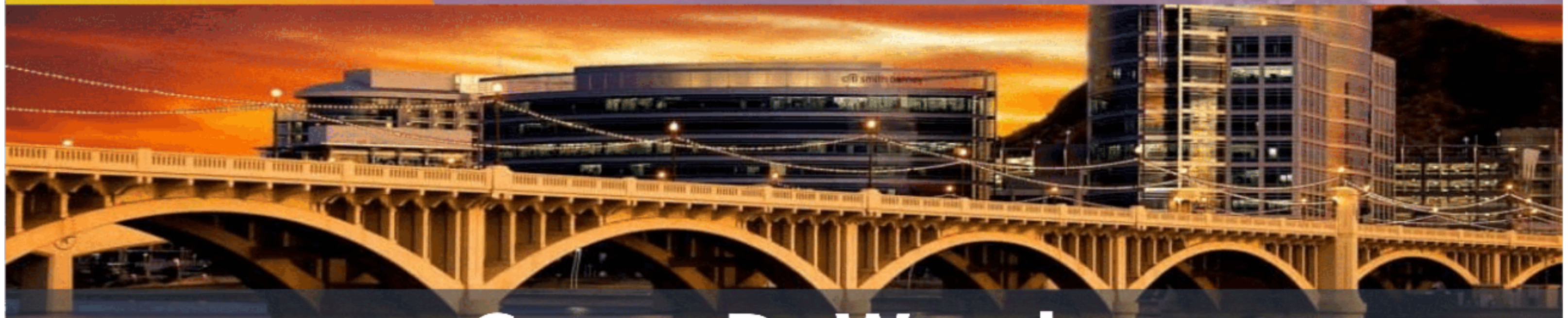
What went well?

small group work

Open, honest dialogue. Holding TPD accountable for miswording incidents.

Understanding other groups' outputs from the last meeting

Sincere interest in positive change

What could be improved?
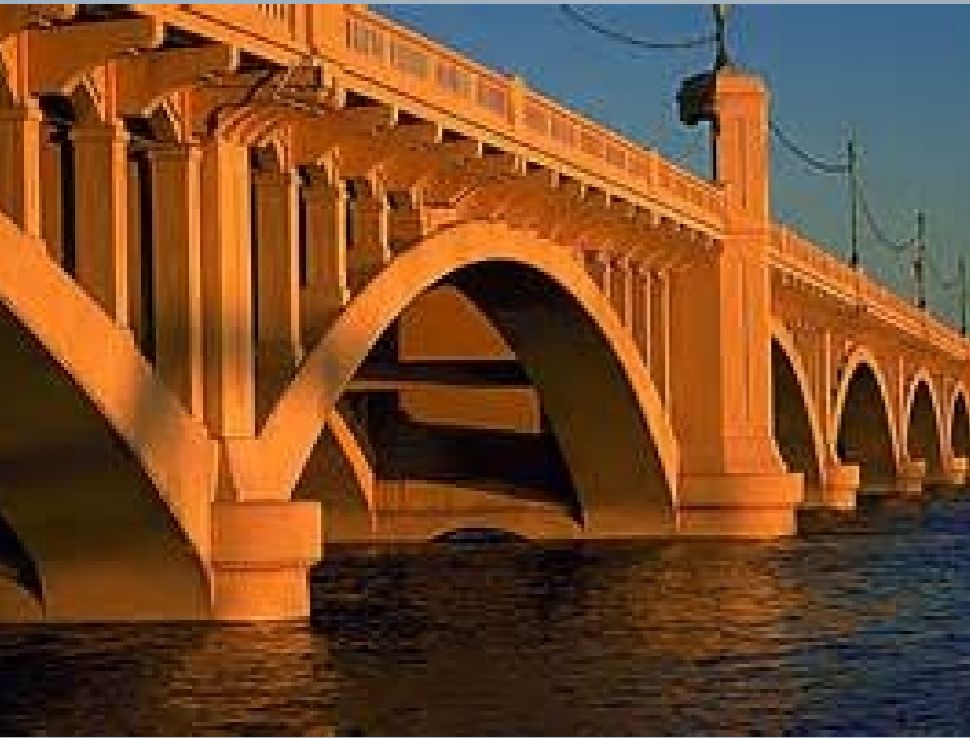
Prep work, so we can optimize our time

Next meeting December 21