



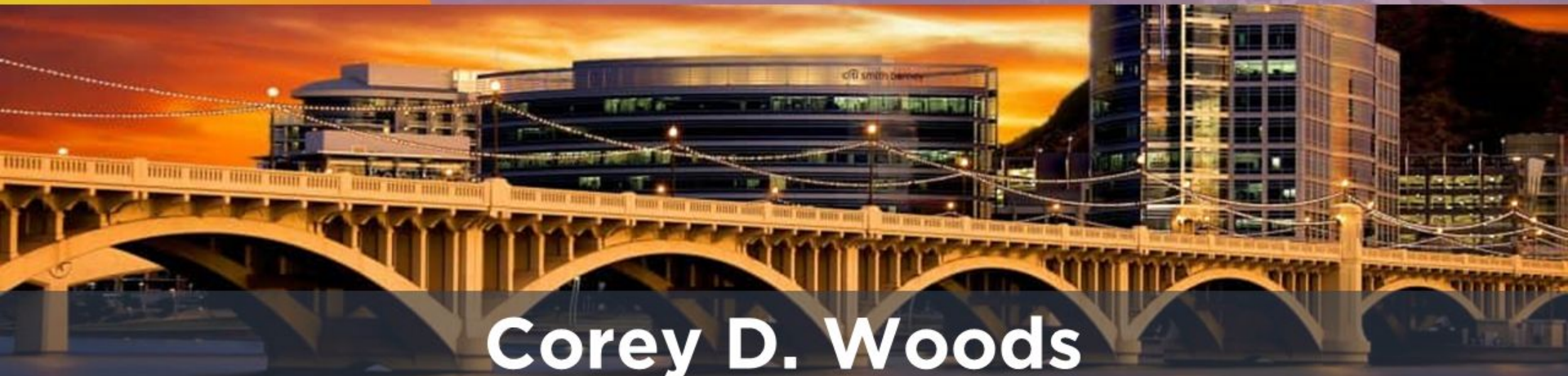
PUBLIC SAFETY ADVISORY TASK FORCE

January 13, 2021

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PUBLIC SAFETY ADVISORY TASK FORCE



Corey D. Woods
Mayor

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PUBLIC SAFETY ADVISORY TASK FORCE

Public Comment

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PUBLIC SAFETY ADVISORY TASK FORCE

Session Overview

Rosa Inchausti

Director, Strategic Management & Diversity Office

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

Session Overview



- 1. Session Overview**
 - City of Tempe Values
 - Task Force Scope
 - Budget and Planning Alignment
- 2. Strategic Planning and Discussion**
 - Support for the plan items to date
 - Additional Submissions
- 3. Implementation Process and Discussion**
- 4. Next Steps**

Session Overview



City of Tempe Values

Tempe creates outstanding value for those we serve through shared vision, superior service and sustainable practices.



People

We appreciate the talents of each person and encourage responsible decision making at the most appropriate level. We recognize the importance of personal and professional development.



Integrity

We are honest, accountable and trustworthy.



Respect

We welcome individual and professional differences and treat everyone with dignity, courtesy and sensitivity.



Creativity

We encourage imaginative problem solving, innovation, resourcefulness and responsible risk taking.



Quality

We provide superior services and are committed to continuous improvement. We are attentive to the changing needs of the people we serve.



Openness

We are accessible and work as a team by sharing information, ideas, resources and responsibility.



Diversity

We promote diversity in the workforce to meet the needs of a diverse community. We recognize that with diversity comes strength.

06/19

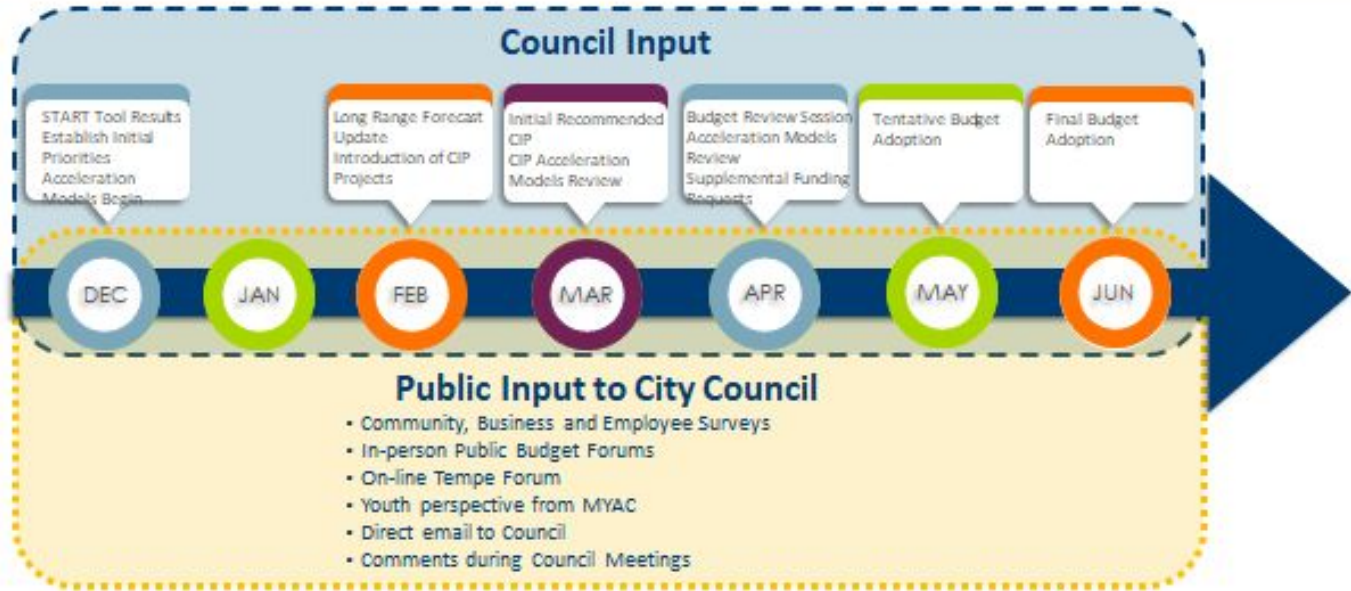


PUBLIC SAFETY ADVISORY TASK FORCE

To create a strategic plan designed to build trust, accountability, and dialogue between the community and police department.

Budget and Planning Alignment

Establishing FY22 Budget Priorities





PUBLIC SAFETY ADVISORY TASK FORCE

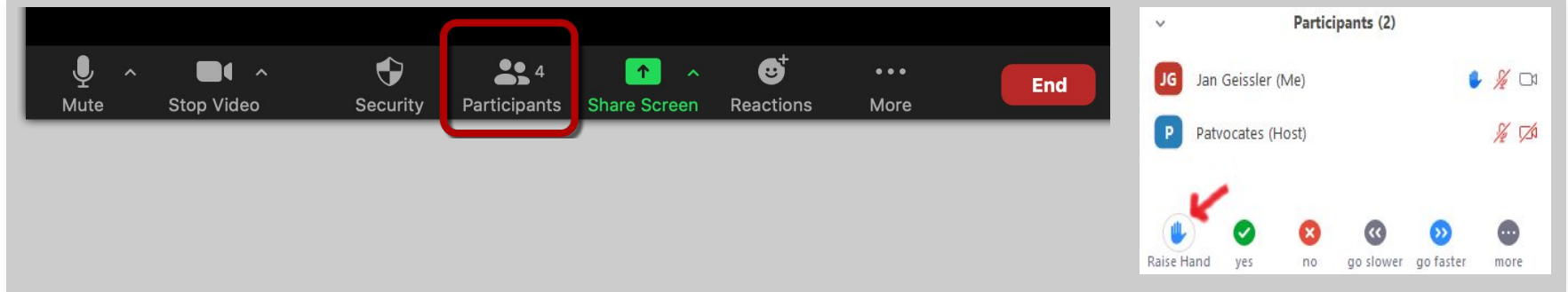
Strategic Planning and Discussion

Wydale K. Holmes

Strategic Management & Diversity Office

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Tech Participation - “Raise Hand”



Public Safety Strategic Plan January 2021



POLICE MODEL & ACCOUNTABILITY	DATA & TRANSPARENCY	COMMUNITY ENGAGEMENT	WORKFORCE CULTURE & WELLNESS
<p>A. <u>Restructuring public safety roles and calls for service</u></p> <ol style="list-style-type: none"> Determine badged and unbadged roles in public safety. truly community serving to build relationships. operational and cultural models. Utilize industry "best practices". Create an unarmed unit that responds to non-violent crimes. <p>B. <u>Shifting services from police to social service professionals</u></p> <ol style="list-style-type: none"> Create a Tempe advocacy center. Expansion of CARE 7 including revamped education and training. Reimagine 911 call center. <p>C. <u>Amending the role and processes of the citizen's review panel</u></p> <ol style="list-style-type: none"> Reform Tempe citizens (community) review panel's responsibilities, processes and functions. Create an independent citizen review panel. create application process instead of by appointment. address municipal code changes. <p>D. <u>Initiating a family and victim's bill of rights</u></p> <ol style="list-style-type: none"> Establish a family bill of rights that would include a family liaison, & an advocate to follow the investigation, #advocates to access by family to body worn camera and report immediately, within 48 hours. <p>E. <u>Allocating public resources for transformation</u></p> <ol style="list-style-type: none"> Create reinvestment roundtable. Establish a participatory budget process specifically designed for Tempe PD. 	<p>A. <u>Improving data infrastructure</u></p> <ol style="list-style-type: none"> Develop a robust data collection system for the PD department, allowing for accurate reports to create policies/process and build community trust. Demographic and Geo located dated. Implement electronic system to collect data. Issue RFP for data analytics - to inform policing policy with public and frequent reporting. Create transparent and open data governance. Publish data in real time. <p>B. <u>Establishing meaningful performance measures</u></p> <ol style="list-style-type: none"> Gather, track, and report key performance indicators. Include key stakeholder. Define operational public safety and data. 	<ol style="list-style-type: none"> <u>Creating community connections and representation</u> Establish a Community Liaison position between public safety and City Manager's Officer. Reports to City Manager. Launch a plan to build relationships between the community and line level officers. Engage with vulnerable populations to create a diverse and engaged community spearheaded by underrepresented individuals to increase representation at all levels of the process. Engage the communities most impacted by current policies and practices in defining what is "safety". Educate students and community on the role of police (based on what is evidenced to work). Avoid minor citations, such as violations for jaywalking and public urination, involving vulnerable populations without accompanying education and/or resources for complainant and the vulnerable individual. 	<p>A. <u>Recruiting and developing an inclusive and engaged workforce</u></p> <ol style="list-style-type: none"> Establish grassroots strategies for diverse and inclusive officer recruitment. Develop a more diverse workforce that includes language fluency, cultural competency in language, and demographic representation Change culture with strategic resources, values and standards (training, education). <p>B. <u>Supporting Mental Health and Wellness</u></p> <ol style="list-style-type: none"> Prioritizing personnel physical and mental wellness Require ongoing physical & fitness and flexibility standards, testing, and evaluation to metrics - annually at minimum. Track officer behavior toward mental health metrics, more often than annual evaluation to those metrics. <p>C. <u>Modernizing discipline and accountability</u></p> <ol style="list-style-type: none"> Reframe discipline and assessment, informed by data. Evaluate and reform to ensure accountability in progressive discipline process, excluding previous cases.



A. Restructuring public safety roles and calls for service

1. Determine badged and unbadged roles in public safety. truly community serving to build relationships. operational and cultural models. utilize industry "best practices".
2. Create an unarmed unit that responds to non-violent crimes.

B. Shifting services from police to social service professionals

1. Create a Tempe advocacy center.
2. Expansion of CARE 7 including revamped education and training.
3. Reimagine 911 call center.

C. Amending the role and processes of the citizen's review panel

1. Reform Tempe citizens (community) review panel's responsibilities, processes and functions.
2. Create an independent citizen review panel. create application process instead of by appointment. address municipal code changes.

D. Initiating a family and victim's bill of rights

1. Establish a family bill of rights that would include a family liaison, & an advocate to follow the investigation, #advocates tbd. access by family to body worn camera and report immediately, within 48 hours.

E. Allocating public resources for transformation

1. Create reinvestment roundtable.
2. Establish a participatory budget process specifically designed for Tempe PD.

Commitment: Changing and refining A2 and B1

Most essential?

- Reinvestment Roundtable. But must remain community led and owned rather than being adopted by the City.
- Care7 as an independent entity. (Currently housed within HS & only a portion of the PD)

If Changed or Refined?

- A2 "Create an unarmed unit that responds to non-violent crimes" - concern about the danger that police officers would be walking into. - though it may be possible to be conscientious about what situations hold the least risk
- A2 - concern that it's looking backwards. We don't know the potential for violence..
- A2 - address the interpretation of the 'level of threat' and how beliefs around race / gender / and class may influence that. Being mindful of unconscious bias here.
- Consider adding awareness on unconscious bias to the pillar about workforce culture.
- There is a safety issue for the social workers in the places where they use that response model - want to see something where we can be safe as responders but still reduce the use of force.
- Also weighting the risk to the community of sending out armed police officers to promote safety for all parties, and concern that culture of armed force is embedded within the PD
- Include protocols about what situational determinants merit what level of force - build more protocols for less lethal deployment of munitions
- Training for officers to build confidence in non-lethal means to prevent them jumping levels of force
- Family liaison role should be separate from the PD entirely
- B - Care7 should not be housed in the PD in any way. Seconded. CAHOOTS & White Board clinic models of completely independent entities should be the model we follow. These can address incidents of hostility and risk and avoid police involvement altogether.
- B Need to leverage our robust crisis system - not good to have cops on calls that are not crimes, let's use our crisis systems to provide for safety and bring the right people to the call so that we don't have the cops there. (though there is concern that some of these crisis services don't work for everyone - ie the Arsay family not feeling comfortable with their liaison)
- B Re-imagine 911 call center - emphasize the marketing of the on-emergency and mental health crisis numbers. And will extensive training for dispatch alongside a diversity audit.
- B Working with the dispatch to better understand what calls require Care7 and which don't.
- Giving people medication in the field - can we make this available to paramedics and mental health responders and have police come in the end. Weapons to be last / not first and only if there is a life in danger and ideally not at all. More chemical restraints than physical restraints. See CAHOOTS model that sends out a health professional alongside a mental health professional who is equipped to administer medication.
- B1 - Need more language re: who is being advocated for. For survivors and their families. For those that take issue with the police and don't want to approach the PD directly.
- B1 - Separate from the Tempe PD to prevent retraumatization of those who have suffered at the hands of the PD.
- Advocacy - 2 different kinds of advocacy centers that we may not want to have housed together.
- Family Bill of Rights - with data and transparency about the process to create.

Missing?

- Retraining of Police Officers in use of force. Hiring - re-envisioning how we hire for diversity. Police re-thinking their roles and their jobs as well.

A. Improving data infrastructure

1. Develop a robust data collection system for the PD department, allowing for accurate reports to create policies/process and build community trust. Demographic and Geo located dated.
2. Implement electronic system to collect data.
3. Issue RFP for data analytics - to inform policing policy with public and frequent reporting.
4. Create transparent and open data governance.
5. Publish data in real time.

B. Establishing meaningful performance measures

1. Gather, track, and report key performance indicators. Include key stakeholder.
2. Define operational public safety and data.

Header Make Sense?

- Feels like transparency is part of the broader values and guiding principles (similar to accountability)
- Recognizing that it's also data governance, with conscientiousness about who does the data governance.

Most essential?

- The Data - have it and have access to it.

If Changed or Refined?

- Look at the systems of what's being tracked and reported. Prioritize the data overall to ensure it's available. .
- Transparency on the way decisions are made about what data is made public, and the process to ensure that it is the data people are requesting and needing.
- Recognizing the infrastructure involved in data capture and sharing (ie tickets on paper system and the level of effort involved in reporting this data)
- Data governance done in coordination with departments like Human Services so that it's integrated in a way that benefits them to find ways to prevent the use of police involvement wherever possible
- The process of interviewing survivors sensitive to being interviewed by people of all different backgrounds.
- How do you track when an officer assumes negative intent? Or positive intent? Or otherwise.
- Collecting the data of the arrests that were then released will help reveal officers who are targetting black and brown people. And identifying those with negative intent.
- Need to clarify what happens with this data - being reviewed annually? Informing policy? (concern that ordinances are not reviewed in a structured way - could this data inform those reviews). Minimum requirement to review and update accordingly based on the data.
- Clarify what is going to be done to audit the current Tempe PD to ensure no membership/association with white supremacist and insurrectionist organization. What data can we review to ensure that the department has not been infiltrated. We know this to be a clear and present threat. Has the PD done the check to determine if their officers were involved in the events in DC last week.

Missing?

- Disaggregating the data by race and economic status. Seconded. Also gender.
- Ensure the data is publicly provided so they can independently analyse and provide feedback to the Council.
- Data on disparities in arrest rates between black and white people. Made publicly available. Including those that are arrested and immediately released. (Been requested since 2014) Not just citations and arrests but also police stops.
- Human Resources Information System - have the ability to capture disciplinary data - look at it over time - and have it available to reference a pattern of negative behavior when it can inform future employment (may fit better with workforce pillar)



PUBLIC SAFETY ADVISORY TASK FORCE

Break

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COMMUNITY ENGAGEMENT

A. Creating community connections and representation

1. Establish a Community Liaison position between public safety and City Manager's Officer. Reports to City Manager.
2. Launch a plan to build relationships between the community and line level officers.
3. Engage with vulnerable populations to create a diverse and engaged community spearheaded by underrepresented individuals to increase representation at all levels of the process.
4. Engage the communities most impacted by current policies and practices in defining what is "safety".
5. Educate students and community on the role of police (based on what is evidenced to work).
6. Avoid minor citations, such as violations for jaywalking and public urination, involving vulnerable populations without accompanying education and/or resources for complainant and the vulnerable individual.

NOTES

Header make sense?

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Most essential?

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If Changed or Refined?

- Yes to build trust, but it's not there yet, but when putting line level officers in vulnerable communities, it increases their vulnerabilities. Need instead to focus on systemic issues. See putting line level officers in the community as adding to the risk.
- #6 - Need to avoid minor citations, regardless of accompanying public education. It doesn't take into account the other factors (lack of public restrooms etc) that are driving the behavior. Criminalizing behaviors such as sleeping in parks / bus stops doesn't get addressed by education when Tempe doesn't have a robust shelter network.
- #6 (Believe that the overwhelming majority of urination citations go to college students - rather than homeless people who also have an alternate avenue through the homeless court)
- CE - frustrating as a whole because that trust has not been built.
- Data shows that further engagement does not actually reduce violence. Particularly violence from police within that neighborhood. This seems like an example of a recommendation not backed up by the data.
- #6 - Why wouldn't we just eliminate some of these citations outright. Many (#?) City Ordinances in Temp have larger penalties than what is mandated by state law - question this further criminalization.
- #6 - Unnecessary citations and violations for practical things such as relieving yourself and being a human being - are police officers incentivized to cite and harass and perform economic harassment of people who are already vulnerable and receiving these citations
- (Clarify that an individual's police officer's experience is that there has never been any encouragement or incentivization to write codes. Also - not all City codes that are on the books are enforced. Officers are paired with Parks department and other services to try to get homeless individuals housed and off the street and save lives using NarCan and chest compressions)
- Concern that Officers that may know individuals does not prevent criminalizing them by asking them id and warrant checks. Eg - a houseless individual who ended up on a community member porch - later brought their belongings - and we helped move them to prevent him from being ticketed for trespassing. After they were moved, the police still came and addressed the individual by name while simultaneously running the person for warrant checks - 6 people were at the bus stop - but 7 police officers responded. 3 were arrested. Their belongings were thrown in the trash. Police represented themselves as "helping the community"

NOTES CONTINUED ON NEXT PAGE

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- CE - as a form of stockholm syndrome that's resulted from a history of treatment and results in us not seeing these individuals as advocates but rather seeing them as someone who has oppressed us. Don't see why this is necessary when the steps to create a safer environment don't hold the same importance. The communities that experience trauma, independent of police (human services, deficit of housing and services - prompt crisis situations). When those individuals are in crisis - they are being met with criminalization rather than empathy and services, which could avoid police involvement.
- Eg - A woman who was asleep on a bench at my place of business moved along peacefully when asked. As a novice operator my instinct WOULD have been to call the police, and is still my advice to others, but now I realize it's in my best interest to avoid this confrontation or conflict. But this is why CE matters. It needs to be relevant where the calls start. Calls started by community members / business owners is part of this CE - and should be handled well by dispatch to direct the response - and those police need to understand themselves as accountability to the resident as well as the community members who have called them. Some people are the callers and some are the ones being responded to.
- Agree that general education to the public re CE is valuable.
- Concern that "hyperpolicing" comes from being brainwashed by media, schools, communities, - notions repeated 7+ times about homeless individuals as dangerous is needs to be unlearned. We need to re-educate people against this assumption.
- Need to build awareness about some of the more "petty" calls that spur unnecessary responses that go through 911.
- Calls that go to 911 by default pull resources away from other cases as well. How much do these minor violations contribute to misallocation of resources in this way.
- CE - how do we set up some rules of engagement in regard to demonstrations and the possibility of liaison role for engaging with individuals coming to protests.
- Having police officers in the room when engaging the community can read as "militarizing that space". Be thoughtful of that.
- RE: Communities with disabilities. Often we fear the unknown, if we don't know somebody we fear somebody. We build fences and walls. Believe that cops should be involved in the community, maybe as coaches or promoting public safety, in order to know each other. Getting to know cops on a first hand basis - builds the sense that they are just like us for the most part and prevents us from fearing them as the unknown. Important to have them involved, maybe in plainclothes, to ensure we know each other.
- RE: public urination - it should still be worthy of response but maybe public service rather than citation
- Laws exist for safety. EG - direct experience of two friends killed on Broadmore at two separate times - City did a study that determined it didn't warrant a city light, but they did it anyway and that has prevented future accidents. Interested in seeking solutions like this.

NOTES CONTINUED ON NEXT PAGE

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If Changed or Refined?

- RE: Issues such as the homeless are problems that can't be solved by Police, they are rather a factor of missing state services. This doesn't absolve Tempe from finding solutions, and encourage us to focus on the solutions we can find within Tempe.

Missing?

- SROs in the schools and who is funding it (schools, city, community?)
- How can we move SROs out of the schools?
- Want to recognize an excellent SRO at Corona del-Sol who stopped an armed person from entering. We do still need to do something to provide safety in schools, specifically an armed suspect entering the school. It doesn't need to be a police officer but there have been SRO's that have played that part. We need to make police unnecessary with mental health and services in the schools. We need programs for students who get expelled. Intervene early. How to ensure public safety in schools without making involving police in schools. But they are not safe right now. We need to look at guns and violence, video games, exact replicas of guns brought on campus, etc.

From the Major:

- We've talked about dispatch and retraining, I think this includes retraining members of our community. IE the example of business owners and when it's appropriate to call police. City can make an effort to re-educate our community from automatically picking up the phone in situations that shouldn't involve the police.
- RE affordable and homelessness - City of Tempe needs 11,000 more units of housing before 2040 to keep pace. We're working on this as a council. (Most aggressive affordable housing plan of any City in the State of Arizona, even within the constraints placed on us by the State). Commitment to retain community diversity - need to ensure affordable options for anyone who wants to live here. That's our responsibility as a City Govt.
- RE Homelessness - as a Council we are going to have to reallocate resources to do right by individuals who don't have homes. Stopping citations for sidewalk sleeping etc is inhumane if they do not have anywhere to go. We need to ensure they have not just a bed, but also the wraparound services that they need to live them up. Not just shelter but also opportunities to lift themselves up.

WORKFORCE CULTURE & WELLNESS

A. Recruiting and developing an inclusive and engaged workforce

1. Establish grassroots strategies for diverse and inclusive officer recruitment.
2. Develop a more diverse workforce that includes language fluency, cultural competency in language, and demographic representation
3. Change culture with strategic resources, values and standards (training, education).

B. Supporting Mental Health and Wellness

1. Prioritizing personnel physical and mental wellness
2. Require ongoing physical & fitness and flexibility standards, testing, and evaluation to metrics - annually at minimum.
3. Track officer behavior toward mental health metrics, more often than annual evaluation to those metrics.

C. Modernizing discipline and accountability

1. Reframe discipline and assessment, informed by data.
2. Evaluate and reform to ensure accountability in progressive discipline process, excluding previous cases.

NOTES

Header make sense?

-

Most essential?

- ...

If Changed or Refined?

-

This item to be discussed on 1/27/21.



PUBLIC SAFETY ADVISORY TASK FORCE

Break

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ADDITIONAL SUBMISSIONS, A- B

A. Invest in Tempe Social Services

1. Increase Counseling Services available to community members. Consider applying for VOCA funding and to start billing private insurances to fund the program.
2. Have CARE7 work independently of Police Department.
3. Have 911/Dispatchers trained to triage calls and dispatch Care7 and other services as indicated. Priority is staff and community safety.
4. Increase the number of trained Mental Health providers working with the community including those who can specialize in outreach to Youth and Homeless population.
5. Consider organizing safe spaces for the Homeless Population that includes opportunities for education and training to help individuals pursue employment and housing.

B. Crisis Management and Role of Care 7

1. Assess percentage of calls where Care 7 is better prepared to respond (include calls for mental health, domestic violence, possibly others)
2. Increase budget for Care 7 personnel and training.
3. Create a “Crisis Management Support Team” of highly trained officers to respond WITH Care 7 in case protection becomes required.

Essential to include within...

Police Model and Accountability

-

Data and Transparency

-

Community Engagement

-

Workforce Culture and Wellness

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This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, C - D

C. Fully fund Care-7

1. Accountability; demonstrates capacity to take on mental health, drug addiction and unsheltered community issues as frontline responders, mirroring what CAHOOTS is doing in Oregon.
2. Crisis response and prevention no longer be overseen by Tempe Police. Ensure Care7 is able to work independently from the police, if this is an issue, we can create another agency that more closely replicates CAHOOTS.
3. Provide de-escalation training for staff including: verbal de-escalation and physical restraint training that is equivalent to the training for behavior technicians.
4. Create a separate operator and number for these calls, also allow 911 calls regarding these issues to be routed to these operators.
5. For 911 & Care7 Operators create performance measure including:
 - a. Determine how racial bias is being used to dispatch police.
 - b. Determine if police and emergency services are being dispatched instead of crisis response programs such as Care7 to those who need crisis prevention (i.e. mental health and drug addiction)
 - c. There will need to be marketing to teach people to call this number in the same way that we are trained to call 911.

D. Pursue the creation of a Tempe Advocacy Center

1. Tempe is one of the largest cities in Arizona without an advocacy center for the community.
2. Invest in creating a Tempe Community Advocates Program (TAC Program) to work with community members

Essential to include within....

Police Model and Accountability

-

Data and Transparency

-

Community Engagement

-

Workforce Culture and Wellness

-

This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, E - G

E. Laws and Accountability

1. Explore federal and state laws that inhibit/prohibit/minimize accountability measures in favor or protecting officers
2. Join ranks with regional/state/city leaders to lobby legislature for needed change at State and Federal level
3. Conduct review of Union (MOU) contracts and enabling legislation
 - a. Seek ways to limit Union political activism

F. Citizen Review Panel and Independent Review

1. Renew and expand role of Citizen Review Panel to include “use of force OUTSIDE of policy”
2. Establish civilian-based investigative body with a public spokesperson for Use of Force violations/complaints (internal investigations and hand-off to other jurisdictions for review smacks of “circling the wagons; these investigations can all happen in parallel)
3. Issue press releases proactively as soon as “use of force” appears potentially actionable; routinely update and/or conduct press conferences

G. Personnel Policies, Accountability and MOU

1. MOU (See “Laws and Accountability)
2. Assign Council COW to analyze all internal policies and accountability measures, INCLUDING consistent enforcement and follow through

Essential to include within...

Police Model and Accountability

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Data and Transparency

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Community Engagement

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Workforce Culture and Wellness

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This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, H- I

H. Review best practices

1. What is Tempe doing well?
2. What can Tempe do better?
3. What is working in other areas?
4. What are some best practices the City of Tempe can implement?
 - a. Short term goals
 - b. Long term goals

I. Develop a Community Reinvestment Roundtable

1. Led by BLM Phoenix Metro and grounded in the Equity in Action's community ownership model of community engagement.
 - a. Include an assessment of current spending and areas of re-investment as led by the roundtable

Essential to include within....

Police Model and Accountability

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Data and Transparency

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Community Engagement

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Workforce Culture and Wellness

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This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, J

J. Situations like Officer Haine (sic) and Kerzaya cannot continue there needs to be accountability.

1. Acknowledge that racism and implicit bias exists in the department and is practiced by officers.
2. Reform Tempe policies and procedures that enforce a no tolerance policy around demonstrated racism. Accountability; Officers will have performance reviews quarterly for their arrest and citation rates and determine if there is racial disparities within them.
3. Remove "reasonable belief" from throughout "Use of Force Policy"
4. Make excessive "use of force" grounds for immediate termination without pension or pay.
5. Create a better process so that there are no loopholes to get out of accountability and ensure there is a result and action taken when officers are reprimanded through the Independent Office of Investigation.
6. Officers disciplinary and misconduct records are public record. The inability to Purge/seal police records for any reason regards.
7. Immediately following an officer involved shooting an officer's badge number and police records are released.
8. Ensure that the Tempe Officers Association is not used to protect bad cops through the renegotiation of the TOA's contract.
9. City Council advises the City's legal team to not use qualified immunity as a defense in any police brutality cases currently pending or in the future.
10. Performance measures of police conducted quarterly to include assessments on their mental health, especially after a traumatic incident on the force. Analysis of key high-stress dispatches must be processed during examination. In addition will include other records such as if involved in a domestic violence situation at their home which demonstrates an inability to remain on the force. Evaluations will be done by an independent evaluator from the Independent Investigation office.

Essential to include within...

Police Model and Accountability

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Data and Transparency

-

Community Engagement

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Workforce Culture and Wellness

-

This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, K

K. Create a family bill of rights developed by families and victims to respond to incidents.

Why: To...

1. Protect their identity and mental state.
2. Demonstrate transparency and honesty with families and victims.
3. Attain a family's permission before footage is sent to media
4. Counter community fear of the police
 - a. Families must be immediately contacted when a minor is in custody.
 - b. Do not treat witnesses as suspects.
 - c. Cellphones never taken by witnesses to be used as evidence - attain a warrant to examine the information.
 - d. Develop a settlement fund and a fund for victims of police brutality integrated into the Tempe police department's budget. Why: This will ensure that officers and the department are held financially responsible as well as truly being consequential for their violent actions
 - e. Initial contact and subsequent communication must be through an Independent Council and not the police department, as they are the source of trauma. Communication with the police department following the death or maiming of the victim of said family is a form of revictimization.

Essential to include within...

Police Model and Accountability

-

Data and Transparency

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Community Engagement

-

Workforce Culture and Wellness

-

This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, L - M

L. Create a separate office for the independent investigations

1. Citizen Review Panels and Independent Review mandatory for all cases of misconduct. With terms “Citizen” and “Independent” defined by someone with no ties to any law agencies be it personal, household / family, or through political or financial investment.
2. Vetting reviewers' social media history for possible bias in favor of police culture, understanding communities of color may have a perceived bias against police but comes from a place of trauma, and this does not disqualify them.
3. Reviewers demonstrate a high level of empathy and understanding of police/communities of color power differentials.
4. This would be in the Strategic Management & Diversity Office; it cannot be housed in the Police Department.
5. Victims of police brutality can house their complaints in this office and be able to track the outcome of the complaint.
6. The community should be on the Citizen Review Panel making sure that we center frontline communities, this includes people with felonies and who have been arrested by Tempe police.
7. Disqualifying members of city government and/law enforcement from overseeing criminal cases if they have associations on the police that could create a biased opinion. This includes having a member of law enforcement in your family or taking money from TOA or PLEA.

M. In 2014, it came out that Tempe’s racial disparities in arrest rates were worse than Ferguson, to this day the City has yet to **provide updated statistics on race and arrest rates** and has come up with excuses why these stats are wrong.

1. For transparency we need all statistics related to race and policing in Tempe.
2. Up-to-date data in order to analyze effectiveness of current policies of reform.
3. Provide periodic updates and open source data online

Essential to include within...

Police Model and Accountability

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Data and Transparency

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Community Engagement

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Workforce Culture and Wellness

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This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, N - O

N. Improve communication, interactions, and trust between Police Department and the Community

1. Transparency in Policing
2. Citizen Review Board should be adequately, staffed, trained, and utilized.
3. Increase positive interactions by using options for the community to get to know and interact with Tempe Officers and Command staff.
4. Offer incentives for TPO to live in the communities they police.
5. Provide information to the community about TPD decision making and the law.

O. Stop criminalizing poverty.

1. Why: This causes a poor interaction, cultivates mistrust, and poor usage of taxpayers' money.
2. Police engagement with groups defined as "vulnerable communities" must be tailored to their specific experiences, rather than an overarching policy that does not take their respective issues, traumas, and relationships with Tempe Police into consideration. i.e., in the case of those disenfranchised from stable housing, Tempe Police should defer to programs and entities such as CARE 7.
3. Ticketing for being intoxicated in public or peeing in public when you are houseless is criminalizing poverty. Instead we need them to provide services to get at the root causes of why they are in that situation. Cases such as Muhammad Muhaymin's in Phoenix are tragic examples of racial profiling as well as criminalizing economic disenfranchisement.
4. Ensure police interaction does not result in frivolous tickets such as jay walking through performance assessments

Essential to include within...

Police Model and Accountability

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Data and Transparency

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Community Engagement

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Workforce Culture and Wellness

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This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, P - Q

P. Improve recruitment, hiring, and retention services for Police Department

1. What are the recruitment and hiring procedures for Tempe Police Department?
2. Invest in hiring members of the community and hiring diversity
3. How are new recruits assessed and trained?
 - b. How are pre-employment psychological evaluations conducted?
 - c. What type of training academy do recruits attend and how is the training conducted?
 - d. After graduating from the academy, how are recruits assessed during the Field Training Process?

Q. Re-Understanding “Public Safety” as Opposed to Policing

1. Conduct critical analysis of MCSO training/materials so that the community and its elected officials can understand how officers are taught and shaped
2. Develop (unique to Tempe) in-house training program that emphasizes “service and safety” and downplays militarism (us/them) culture

Essential to include within...

Police Model and Accountability

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Data and Transparency

-

Community Engagement

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Workforce Culture and Wellness

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This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, R

R. Initiatives for shifting current Tempe policies and department culture.

1. Retraining to shift from the current gun and weapon trainings to a focus on de-escalation and non-violent communication trainings.
2. Demilitarize Tempe police:
 - a. Remove military-grade weaponry from motorcycle cops
 - b. Assault rifles are not needed for patrolmen.
 - c. Sell military equipment including the tanks, using this funding to fund our CAHOOTS model of crisis response.
 - d. Homeland Security is not to be consulted or collaborated with against First Amendment demonstrators
 - e. It is an abuse of power.
 - f. Weapons are never to be used against people exercising their first amendment rights.
 - g. This includes chemical and/or non-lethal weapons i.e. Tear Gas and Pepper Spray; Rubber Bullets; Bean Bag Rounds; LRAD (Mobile sound device misused as acoustic weaponry); Stingray (used to interfere with phone signal and read people's messages)
3. Revise Use of Force Policies and Practices
 1. Mandate firearms to be used only when an officer or person is being actively fired on by an assailant.
 2. Aim at external ligaments, not the mid-section to preserve the right to live and go through

Essential to include within...

Police Model and Accountability

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Data and Transparency

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Community Engagement

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Workforce Culture and Wellness

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This item to be discussed on 1/27/21.

ADDITIONAL SUBMISSIONS, R, continued

Essential to include within...

R. Initiatives for shifting current Tempe policies and department culture ...

3. Revise Use of Force Policies and Practices

- a. Mandate firearms to be used only when an officer or person is being actively fired on by an assailant
- b. Aim at external ligaments, not the mid-section to preserve the right to live and go through the judicial process.
- c. Designate which officer will shoot, when necessary, so that multiple rounds entering a person is avoided. Violation of this protocol results in disciplinary action and/or immediate termination. Officers earn through mental examination the ability to discharge their firearm.
- d. Discharging firearms at a fleeing person results in disciplinary action and/or immediate termination and prosecution.
- e. Drawing a firearm on an unarmed person, is a direct violation of policy and results in disciplinary action and/or immediate termination.
- f. Officers demonstrate through training and regular mental examinations the cognitive reasoning to discern whether a person is armed with the intent to harm; this is an open carry state.
- g. Remove “reasonable beliee” from throughout Use of Force Policy, as this leaves room for implicit bias.
- h. Body cameras are activated at all times with the exception of using the restroom; camera is deactivated entering the restroom and immediately reactivated upon exiting the door. Strict enforcement with harsh penalties and disciplinary action and/or immediate termination. Why: This suggestion reinforces the mindset of constant accountability for actions on duty.
- i. Include in Tempe’s “Use of Force” Policy that physical use of force is not to be used on minors, and the use of deadly force is not to be used on minors under any circumstances whatsoever.
- j. Include in Tempe’s “Use of Force Policy” a qualifying and clarifying direction that physical force is not to be used in the presence of minors, unless that child is in direct risk of harm.
- k. Include in Tempe’s “Use of Force” Policy that if there is an incident with one of the parents and children are present, they are not to be parent’s custody and care until a relative of theirs or another guardian chosen by the parent is able to assume the custody and care of the children.

Police Model and Accountability

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Data and Transparency

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Community Engagement

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Workforce Culture and Wellness

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This item to be discussed on 1/27/21.



PUBLIC SAFETY ADVISORY TASK FORCE

Break

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

What more would we like to include that would fill gaps or missing elements in our plan? What is essential to include within....

POLICE MODEL & ACCOUNTABILITY

DATA & TRANSPARENCY

COMMUNITY ENGAGEMENT

WORKFORCE CULTURE & WELLNESS

OVERALL

This item to be discussed on 1/27/21.



PUBLIC SAFETY ADVISORY TASK FORCE

Implementation Process and Discussion

Andrew Ching
City Manager

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



PUBLIC SAFETY ADVISORY TASK FORCE

Next Steps

Rosa Inchausti

Director, Strategic Management & Diversity Office

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



PUBLIC SAFETY ADVISORY TASK FORCE

Closing

Corey D. Woods
Mayor

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