

# The Right to **BREATHE**



Participants:  
City Attorney, City Clerk, City Court, Communication and Media Relations, Community Development, Community Services, Economic Development, Human Services, Internal Services - Human Resources and Information Technology, Municipal Budget Office, Strategic Management and Diversity, Sustainability, Tempe Fire Medical Rescue, Tempe Police, Black Employee Alliance, Confidential Employees, Tempe Officer's Association, Tempe Supervisors Association and United Arizona Employees Association

**Report by Strategic Management & Diversity Office**





May 17, 2021

City of Tempe  
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Corey D. Woods  
Mayor

Andrew B. Ching  
City Manager

The Right to Breathe initiative was created after the death of George Floyd and the local Tempe events that followed it.

His death has served to bring us together to speak up for social justice. It illuminated policies that need to be changed and showed us inequities and challenges that people face.

With guidance from the Tempe Human Relations Commission, African American Advisory Committee and the East Valley NAACP, our city determined that making a better future for youth from communities of color and other vulnerable populations was a vital step toward bettering lives and creating equity. We named the program The Right to Breathe in honor of George Floyd and the power of social justice the phrase now invokes.

We are starting this process from within. For the last several months, the City of Tempe has looked within the organization to determine if there are ways in which we can improve. This document lists the many ideas each of our departments and offices suggested to improve equity for BIPOC youth and youth from vulnerable populations in our community. Some of these ideas can begin to happen now. Others will need to be explored further.

We are prioritizing equity in our community and look forward to what we can achieve together.

Tempe has led the state and the nation in many diversity efforts, including its non-discrimination policy, its nationally lauded Municipal Equality Score and more. We are committed to continuously creating a city that is welcoming, equitable and just for everyone.

This is the first draft of this document and we want your feedback. We value your role in our community and appreciate your participation in uplifting the culture and wellbeing of those in our community.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Corey D. Woods'.

Corey D. Woods  
Mayor

A handwritten signature in blue ink, appearing to read 'Andrew B. Ching'.

Andrew B. Ching  
City Manager

# Overview

## Background

After the killing of George Floyd in Minneapolis, Minn. and at the direction of Tempe City Council, the Strategic Management and Diversity Office (SMDO) contacted local community leaders for their feedback on how the City of Tempe should address the national social justice crisis quickly arising.

Some of the community feedback was summarized below:

- Making a statement or taking action on behalf of George Floyd could have the opposite effect of what was intended, potentially inflaming community members due to the January 2019 death of 14-year old Antonio Arce by a Tempe police officer.
- In the face of inactivity after a March 2020 “Tempe Listens: Policing” community forum, the City may potentially widen the gap of distrust between the community and the City. This inactivity was due in part to the emergence of COVID-19 as a global crisis.
- While an acknowledgement of the George Floyd incident was paramount, any activity or statement should be centered around what the City will do to resolve its own issues of police-community conflict.

In response to the conversations held, the Tempe City Council, by unanimous vote, directed the Strategic Management and Diversity Office to move forward with an action plan to address how systemic change should occur in Tempe. As a result, The Right to Breathe was crafted. The Right to Breathe was based on the question of how else the City could create positive influences in the lives of its youth from communities of color and from vulnerable populations.

## The Name

In choosing the name of this initiative, SMDO recognizes both the power and emotion that it evokes. The name is reflective of the national cry for social justice and reform. Yet, the City’s use of the name goes beyond any singular reform and does not limit its consideration to solely police reform. Rather, it demands that every child within the City’s boundaries has the absolute and fundamental right to not only live but thrive within our City limits, in every aspect of life. The moment in time in which the name was birthed, therefore, becomes the City’s marker of accountability. It requires the City to consistently ask and measure how our youth are doing – both before and after the modern social justice movement of 2020.

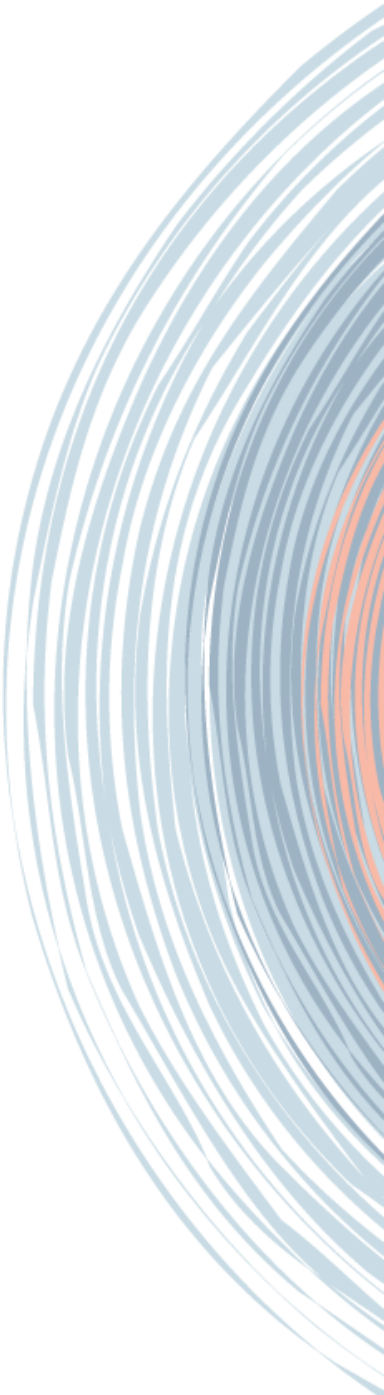
## Premise

Negative police encounters with youth of color and from vulnerable populations, nationally and locally, may reflect symptoms of a larger city-community deficit. These may be due to the absence of services that could have changed the trajectory of their young lives. Our own local incidences begged the question of how else the City could create positive influences in the lives of its youth from communities of color and vulnerable populations.

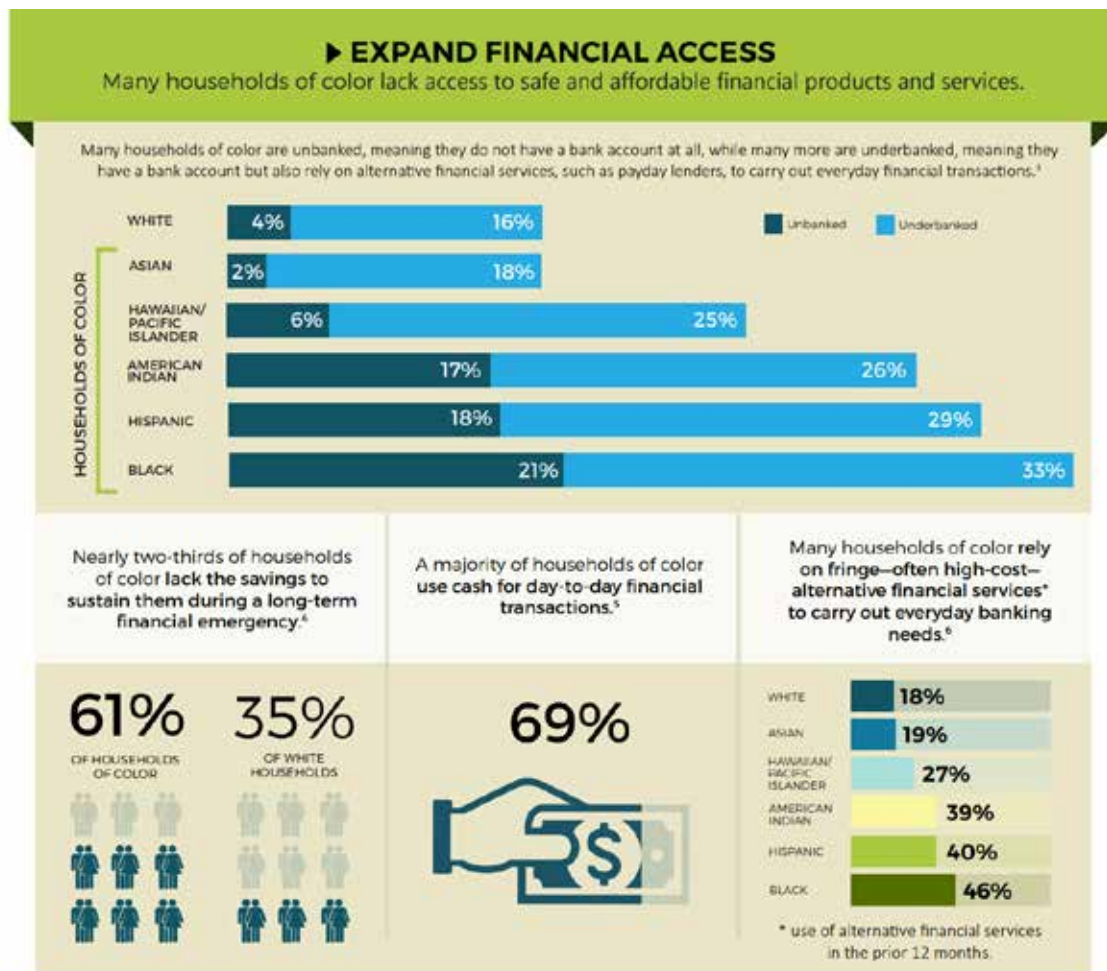
## Components of The Right to Breathe

The Right to Breathe identifies three areas that the City can actively consider in order to address the underlying causes of disengagement or disinterest. Such an approach allows the City to consider holistic and interdepartmental solutions to these deficits. These three components are outlined below:

- 1. Failure Analysis.** A failure analysis is the process of collecting and analyzing data to determine the cause of a failure. In this case, it is a comprehensive evaluation of all community factors surrounding adverse City encounters. The resultant report will be provided to City staff, the Human Relations Commission, the African American Advisory Board, Equity in Action members, East Valley NAACP leadership, the Tardeada Advisory Board and the Mayor’s Commission on Disability Concerns. The outcomes of this analysis will provide the City with a better understanding of which social failures contributed to negative outcomes of youth in our community, including police encounters.
- 2. Data.** In addition to a failure analysis, the City and its partners have developed an impressive cache of data, held throughout various departments. The open sharing and intentional exchange of data between departments can help strategically identify students from vulnerable populations that are not being reached with current services and programs or that demonstrate decreasing engagement. The creation of data partnerships with City departments, Tempe school districts and ASU through a shared platform could help address micro issues before they become macro concerns.



**3. Financial Inclusion.** Similar to the social determinants of health, in which factors such as education, transportation, economic stability and neighborhood affect good overall health, financial inclusion provides stability and progress to families. Financial services are foundational to addressing poverty and inequality. Furthermore, as demonstrated in the below graphs from CitiGroup, communities of color suffer disproportionately under the wealth gap of financial exclusion.



Local loan funds and financial partners that provide financial inclusion services and education for communities of color and other low-income populations will help break this cycle of poverty and provide financial freedom.

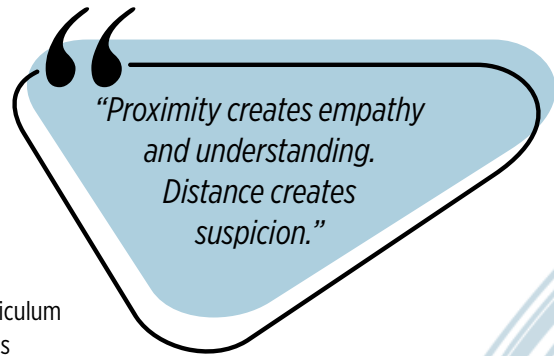
Taken together, the three steps of the action plan give the City’s youth and families the right to breathe and thrive in every aspect of their lives. In this way, the City helps its most vulnerable residents bridge the gap of opportunity and make life, liberty and the pursuit of happiness attainable to all.

### The Failure Analysis Process

A failure analysis can be done externally or internally. The City intends to have a more robust analysis done by an independent third party. However, the City did not shrink from the harder work of self-examination. To complete an exhaustive, internal failure analysis took the overwhelming honesty, commitment and dedication of numerous departments. The information detailed below is departmental responses to their own failure analysis. The departments below collaborated for more than nine months to formulate this draft response. These responses reflect departmental enhancements which are intended to better engage and include the City’s youth of color and youth from vulnerable communities.

Tempe’s departments, offices and employee groups recognize that to implement an effective, appropriate and successful plan requires that those who are directly impacted have a voice alongside those who serve them. To this end, the City of Tempe seeks to collaborate with students, parents, agencies, stakeholders, school districts and other external partners. SMDO will hold a series of virtual and in-person (if appropriate) meetings to discuss the ideas presented. The content of those meetings will be summarized then presented back to the City departments for review and incorporation wherever possible.

# City Attorney and Tempe City Court



## CONCEPT

- Create panel discussion to share about the justice system
  - Panel composed of presiding judge, City Attorney Office, Tempe Police Department, Human Services
  - Incorporate behind-the-scenes tours of facilities
- Consider providing civics and government component with established curriculum
- Continue participation in Law Day and develop other in-school presentations
- Participate in HR Job Fair to discuss careers in the justice system
- Explore an internship or mentor program that introduces high school students to all areas of public service
  - Possible alignment with Career Ready Program (Human Services and Tempe Chamber)
  - Possible restart of Cooperative Education program at high schools
- Emphasize proactive counseling as deterrent to entry into justice system

## RELATED DEPARTMENTS and OFFICES

- Tempe Police Department
- Human Services
- Community Services
- Community Development
- City Clerk
- Human Resources

## DATA PLAN

- Uniform entry of race/ethnicity information at citation
- Capture RTB data through court registration process
- Ordinance violation data only possible through zip code

## BUDGET IMPLICATION:

- Internship - school credit vs. stipend
- Job fair

# City Clerk's Office

## CONCEPT

- Create Citizens Academy with graduation element to educate RTB youth on
  - Governance structure
  - Participation in government
- Participate in job fair/internship program

## RELATED DEPARTMENTS and OFFICES

- Court/City Attorney
- Internal Services – Human Resources
- Human Services

## DATA PLAN

- Investigate options to collect voluntary demographic data during the WebEx registration process

## BUDGET IMPLICATION:

- Job fair

# Communication and Media Relations

## CONCEPT

### Social media

- Establish a new city social media account aimed at young people. Develop plan to find, train and “deputize” a select array of diverse young people (teens through college) to contribute posts. Use prize giveaways on the account for community offerings, such as shows at TCA, to build audience. Build this group as influencers who have the ability to cover city events and share city information.
- Establish a new city social account in Spanish using select, trained city employees and community members, including young people, to contribute posts.

### Photography/video

- Redouble attention to representation while taking photos and shooting video and use that work in marketing activities.
- Additional intention to creating videos with Spanish speakers.

### Mentoring

- Offer career shadowing opportunities in our specialty communication fields, including public relations, web and graphic design and video production.

### Community listening

- Organize, lead, capture feedback and implement learnings from diverse, regular community focus groups, in particular with young people of color and young people from vulnerable communities up to age 22. We would like to do focus groups more regularly with middle, high school and college-age young people with diverse participants around every table.
- Keep winners of Youthfest and MLK awards connected to the city over time as informal advisors on communication and outreach.

### Other outreach ideas

- Internal research/exploration of the fuller promotion of the existing city funds for providing scholarships to income-qualified families.
- Explore plugging into Boys & Girls Club communication channels for emails, texts, flyers, and social media to share information on topics such as Youth Transit Pass, class registration, Human Services offerings and more.
- Assist Human Services’ exploration of an e-newsletter from Mayor’s Youth Advisory Council.

## RELATED DEPARTMENTS and OFFICES

- All

## DATA PLAN

- TBD

## BUDGET IMPLICATION:

- TBD

# Community Development

## CONCEPT

- Review fine and code violation data by neighborhood or census tract
- Consider common types of violations and neighborhoods with perpetual violations
- Craft targeted outreach and increase engagement in Long Range Planning processes, such as Character Areas and General Plan 2050
- Utilize additional equitable outreach tools in public involvement plans to reach RTB youth

## RELATED DEPARTMENTS and OFFICES

- Tempe Municipal Court
- Human Services
- Community Services

## DATA PLAN

- Collect demographic data at point of fine collection
  - Determine how to collect data for violations corrected prior to fining
- Collect demographic data at public meetings

## BUDGET IMPLICATION:

- Shift of revenue



# Community Services Department

## RELATED DEPARTMENTS and OFFICES

- Library Services
- Parks & Recreation
- Arts & Culture
- 100+ youth-related activities, programs and events
  - 50% are fee-based with scholarships available
  - 5% offer no scholarships

## CONCEPT

### Comprehensive Data Collection and Reporting

- Increase capacity to collect, manage and report data
- Utilize demographic and other program data to make informed and intentional decisions

### Targeted Marketing, Outreach & Communication Efforts

- Improve and increase marketing, outreach and communication efforts
- Streamline marketing coordination and cross-market offerings within the Community Services department and with other city departments
- Improve efforts to target Tempe residents and increase participation beyond current reach
- Increase efforts to connect with students outside of school hours
- Ensure inclusive language and imagery in marketing materials and create specific marketing campaigns for BIPOC and youth from vulnerable populations
- Reimagine outreach to better engage youth and families in targeted neighborhoods
- Evaluate the effectiveness of current methods, such as brochures and mailers
- Develop objective marketing and outreach measures and goals
- Increase awareness of Community Services offerings and supported/funded programming
- Improve use of social media platforms to engage families and youth from communities of color and vulnerable populations

### Staff Recruitment, Hiring, Training and Evaluation Practices

- Continue to expand equity, diversity and inclusion staff training and relevant topics affecting youth from communities of color and vulnerable populations
- Continue to increase BIPOC hiring and contracting to reflect families from communities of color and vulnerable populations
- Explore opportunities to develop internship and job training programs for youth

### Build and Strengthen Existing Partnerships with City Departments & Community

- Deepen relationships and partnerships with other departments and the surrounding community
- Explore access to transportation to reduce parental travel barriers
- Increase and coordinate hands-on outreach and connections at the neighborhood level
- Improve intentional partnerships that support outcome-based programming for youth from communities of color and vulnerable populations

# Community Services Department - continued

## **Provide Relevant Programming, Planning and Access**

- Continue to identify and examine deficiencies and access barriers for facilities and programs
- Continue to evaluate program offerings and survey participants to understand barriers
- Utilize survey results to offer more relevant programming
- Consider providing childcare at facilities and during public meetings to encourage increased participation of families from communities of color and vulnerable populations
- Explore additional ways to incorporate youth from communities of color and vulnerable populations on committees and panels that make funding, access, programming and planning decisions
- Collaborate with the City's Office of Strategic Management and Diversity to ensure that community needs are being met

## **RELATED DEPARTMENTS and OFFICES**

- Intradepartmental (utilize divisions where attendance and registration numbers are high)
- Communication and Media Relations
- Engineering, Transportation, Human Services and Community Development

## **DATA PLAN**

- Gather data from school districts
- Analyze participation rates for fee-based vs. drop-in programs
- Determine whether current data platforms, such as ACTIVE Net, Polaris, Communico, and ReadOn, allow additional data collection
- Ensure efficient collection of data and avoid duplication for siblings and households
  - Duplication when participating in multiple programs
  - Lengthy registration process
- Research effective ways to capture data for special events, such as free festivals and drop-in programs
- Use surveys as source of Right to Breathe data

## **BUDGET IMPLICATION:**

- Transportation requirements
- Leverage budget within other divisions
- Potential increase or reallocation of staffing
- Staff training

# Economic Development

## CONCEPT

- Refer employers to Human Services and Workforce Development partners to participate in programs for RTB youth and families
- Continue to engage employers in Career Ready Tempe, providing career exploration and paid internship experiences for RTB and other youth
- Expand mentorship, internships and career exploration opportunities for RTB youth by partnering with Arizona@Work Maricopa County Youth Programs and Tempe employers
- Create a council priority which focuses on jobs for RTB youth

## RELATED DEPARTMENTS and OFFICES

- Human Services
- Tempe Community Council

## EXTERNAL PARTNERS

- Tempe Chamber
- Arizona@Work Maricopa County
- Tempe employers

## DATA PLAN

- Consider ways to leverage data collected by external partners to demonstrate community impact

## BUDGET IMPLICATION:

- Creation of program manager position to implement RTB efforts

# Employee Organizations

*Groups include: Black Employee Alliance, Confidential Employees representatives, Tempe Officer's Association, Tempe Supervisors Association and United Arizona Employees Association*

## CONCEPT

- Provide support and resources to departments and the community, such as mentoring, volunteering, tutoring, subject matter experts for schools and districts
- Act as leverage to help departments meet RTB goals
- Participate in internships and shadowing
- Support hiring supervisors by providing representation on recruitments that target RTB Youth
- Review concepts for MOU compliance and employee support

## RELATED DEPARTMENTS and OFFICES

- All

## DATA PLAN

- TBD

## BUDGET IMPLICATION:

- None

# Human Resources

## CONCEPT

- Consider hiring and drug testing practices that may disproportionately exclude hiring of staff that reflects RTB youth
- Participate in job fairs and mentorship programs and partner with departments in their efforts
- Coordinate educational fairs with school district
- Expose RTB youth to
  - Importance of GPA and scholarships
  - Resume writing
  - Interviewing skills
  - Degree possibilities
  - City of Tempe careers
  - Promoted through social media
- Participate in internship programs offered to RTB high school students
  - Partner with ASU and NAU to help reach out to most vulnerable students for internships

## RELATED DEPARTMENTS and OFFICES

- Human Services
- Community Services
- Transportation
- Communication and Media Relations

## DATA PLAN

- Hiring and recruiting data

## BUDGET IMPLICATION:

- Job Fair

# Human Services

## DIVISIONS REPRESENTED

- Care 7 (Youth Specialists, Victim Services, Counseling, Veteran and High Intensity Client Services (“V-HICS”), Crisis Response)
- Community Supervision’s Youth Diversion, Minor in Possession
- Housing
- Homeless Solutions/HOPE including Family Unification Program and Siemer Grant
- Education, Family & Community Support, which includes Tempe PRE, College Connect, Mayor’s Youth Advisory Commission, Experience Corps, Career Ready Tempe, Triple P – Positive Parenting Program and Youth Workforce
- Community Partnerships and Resources, including Tempe Coalition and Teen Pregnancy

## Refined Vision

People enjoy a just and fair opportunity in pursuing their desired quality of life, despite historic patterns of discrimination or any other systemic barriers.

## Refined Mission

Human Services offers an equitable and inclusive continuum of trauma-sensitive programs to assist individuals and families across their lifespan in pursuing their desired quality of life by leveraging diverse community partnerships, volunteers, and significant federal, state, local, tribal, philanthropic and faith-based funding.

## CONCEPT

### Care 7

- Youth Specialists
  - Reposition Student Assistance Program childhood/student from punitive to prevention, interventive and life-improving
  - Leverage youth specialists in schools to connect students to other available programming
  - Counseling
  - Increase diversity of therapists to improve representation
- Victim Services
  - Envision intradepartmental collaboration of services for families that want to stay together, such as the offender and victim. Create Intimate Partner Violence counseling for couples that meet safety and other criteria.
- Recruit new staff from professional groups with diverse populations.

### Community Supervision

- Strengthen programs for those in the justice system to reduce stigma and create opportunities
- Explore ways to address systemic inequities leading to involvement in the justice system
- Expand conversations on justice referral – who referred, how referred, how served – and interception
- Address the whole individual through culturally relevant referrals, such as 85% attend direct psychotherapy

### Housing

- Family Unification Program - Families for whom the lack of adequate housing is a primary factor in either placing children out of the home or delaying children return to the home

### Homeless Solutions/HOPE

- SIMER Family Grant - Collaborate with specialists in schools to connect students to available programming for resources

# Human Services - *continued*

## Education, Family and Community Support

- Directly serve people of all ages through education programs that create supports for youth, families, and caregivers with a specific focus on inclusivity, equity, and diversity.
- Continue recruitment practices that encourage diversity and inclusiveness
- Deliberately recruit volunteers who
  - Reflect the population served
  - Reside within the community served, when possible
- Intentionally recruit staff that mirror participants, schools and community
- Empower parental voices to share on current familial needs
- Continue to analyze data as it relates to educational achievement of youth in neighborhoods with high poverty rates. Perform additional analyses of challenges in accessing educational opportunities with a specific focus on access to high quality preschool.

## Kid Zone

- Continue hiring practices that encourage diversity and bilingual staff
  - Continue to hire youth staff, ages 16 – 21 years of age
  - Strive to hire more staff that mirror participants as well as the school community
- Create additional training, or modify existing training, to focus on diversity, equity and inclusion
  - Edit Code of Conduct for employees as needed
- Use of scholarship program offered to families for participation
  - Currently 50 – 60% of participants receive some form of assistance
- Increase Adaptive Recreation programming and participation
- Continue parent and participant surveys that ask questions on satisfaction, cost, barriers, parent orientation, etc.
  - Modify questions as needed
  - Modify programming to accommodate where indicated
- Highlight parent handbooks that outline program and accessibility
  - Family, parent and community involvement encouraged
  - Family traditions and customs
- Continue resources and referrals to other agencies, such as Care 7, counseling, Tempe Community Action Agency, school district and others
- Continue providing snack and supper program to all participants at all 22 after school sites
- Community Partnerships and Resources
  - Ensure that nonprofit partners provide youth services through an equity lens.
- Other
  - Create exit interviews to better understand participants' view of programming
  - Ensure communication outreach and strategies use methods which RTB families use
  - Increase parental engagement to educate parents on what students are learning
- Determine which Tempe Community Council agency partners are serving RTB Youth
  - Require quarterly reporting to determine whether outcomes are achieved
- Analyze all program fees via an equity lens

# Human Services - *continued*

## **RELATED DEPARTMENTS and OFFICES**

- City Attorney
- Communication and Media Relations
- Community Services
- Economic Development
- Engineering and Transportation
- Fire Medical Rescue
- Municipal Court
- Municipal Utilities
- Police Department
- External Partners
  - School districts
  - Maricopa County
  - Nonprofits
  - Tempe Chamber
  - Downtown Tempe Authority

## **DATA PLAN**

- Disaggregated data needed
- Most relevant RTB-type data is currently collected from Homelessness/Housing division

## **BUDGET IMPLICATION:**

- Revamp and modernize service provision
- Universal translation budget center for Spanish, ASL and other languages as needed. This is not for only Human Services but for the use of all departments.



# Internal Services (Information Technology/GIS)

## CONCEPT

- Create mini-IT Camp to cover:
  - Programming
  - GIS
  - Network Engineer
  - Service Desk
- Consider mentorship program
- Support program through data coordinators

## RELATED DEPARTMENTS and OFFICES

- All

## DATA PLAN

- Guide data coordinators through collection and analysis

## BUDGET IMPLICATION:

- Mini-IT camp

# Municipal Budget Office

## CONCEPT

- Evaluate programs and services for repurpose or reallocation
  - Assess where dollars are going, effectiveness and whether should be reallocated
- Revive internship program
- Participate in job fair/career day
- Create Civic Day with other City departments or offices
- Utilize Mayor's Youth Advisory Council as conduit of information
- Assist departments in CIP kickoff in November, Operating budget kickoff in December to incorporate RTB changes
  - Remind departments to consider RTB and equity when putting together supplementals and CIP programs
  - Help departments determine which projects take priority, even with minor changes
- Improve understanding of who attends budget process and outreach strategies
- Engage students and parents in annual budget forum
- Review demographic distribution across the City
  - Look at assets and amenities that would be used by youth of color
  - Determine what is going on in specific census tracts that have high BIPOC youth populations
  - Connect to a performance measure with equity engrained in it vs. project-oriented adjustment of budget
- Coordinate with SMDO to incorporate equity/RTB language in performance measures to align equity/RTB with the performance-led budgeting process

## RELATED DEPARTMENTS and OFFICES

- All

## DATA PLAN

- Surveys of participants in budget process
  - Determine satisfaction levels of participation in budget process
- Determine what restrictions exist in Open Gov/Tempe Forum product and if there are any, find out if they can be changed
- Ask geo questions at discovery meeting

## BUDGET IMPLICATION:

- None

# Sustainability

## CONCEPT

- To center youth voices and youth perspectives in Tempe’s Climate Action Plan Update and the implementation of our climate work
- To continue to center the voices and perspectives of BIPOC residents in Tempe including BIPOC youth
- To support city programs and infrastructure that benefit youth while lowering carbon emissions and building the city’s resilience to extreme heat
- To execute Cool Kids, Cool Places, Cool Futures grant in order to demonstrate youth-driven climate work in Tempe and the Phoenix region

## RELATED DEPARTMENTS and OFFICES

- Community Development: Neighborhood Services (CAP 2021 Update, Equity in Action and Cool Kids)
- Strategic Management and Diversity (Equity in Action and Cool Kids)
- Fire Medical Rescue (Cool Kids)
- Communication and Media Relations (Cool Kids and CAP 2021 Update)
- Engineering and Transportation (Cool Kids, Green Infrastructure and Sustainable Transportation)
- Community Services (Cool Kids, Parks projects and Urban Forestry)
- Human Services (Cool Kids and EnVision Resilience Hub)
- Internal Services (Sustainable Facilities and IT Data)
- Municipal Utilities (Green Infrastructure)

## DATA PLAN

- Work with IT on managing extreme heat data

## BUDGET IMPLICATION:

- \$600,000 brought in for funding for the Cool Kids, Cool Places, Cool Futures program
- \$70,000 from COVID relief program from climate justice outreach focused on youth and BIPOC residents
- Seeking supplemental to continue climate justice and energy equity engagement

# Tempe Fire Medical Rescue (TFMR)

## CONCEPT

- Expand advertising and recruiting efforts with the goal of being more inclusive
  - Increase understanding by low income and BIPOC communities of what TFMR does
  - Increase diversity of onboarded personnel and cadets
  - Utilize IAFF and Local 493 resources to help expand reach through the various affinity groups and programs they may already provide
- Leverage Patient Advocate Services' work to identify medically-vulnerable for additional outreach and connection to services
  - Understand overlap between medically-vulnerable and economically-vulnerable
- Utilize Fire Training Center to show groups what TFMR does and increase understanding
  - Encourage mentors already willing to help
- Create mini-cadet program tailored to RTB youth

## RELATED DEPARTMENTS and OFFICES

- Internal Services – Human Resources

## DATA PLAN

- Data is HIPAA protected
  - Leverage surveys to capture demographic data
  - Get advice from City Attorney's Office regarding what is allowed
- Measure demographics when doing youth engagement
- Capture primary language spoken information from Patient Advocate Services

## BUDGET IMPLICATION:

- Fire Training Center visits

# Tempe Police Department

## CONCEPT

The police department is involved in a multitude of youth programs and outreach efforts. Although many of those programs will continue in some form, we have strategically prioritized our efforts to focus on what we feel is most important for youth of color and youth from vulnerable communities. For an alphabetical list of current programming provided by the police department, see the Supplemental Information document incorporated into this report.

- Engage in outreach, seek community input on School Resource Officers (SROs) as bridge between students and police
  - Survey parents, guardians and teachers to assess their perception of SROs
  - Outline Restorative Justice Program in policies and extend to all schools
  - Improve mental health as preventative measure through partnerships with SRO and youth counselors in all schools
- Incorporate younger, diverse officers into outreach and programming
- Consider overlap and coordination with Human Services youth programming to streamline program coordination, share/maximize resources, and cross-market offerings with police
- Focus on Team Kids Challenge, which focuses on ages 6-10, and expand it as a premier program to reach the communities through the schools. This program will serve as foundation and framework for other current and future youth programs
  - Involves multiple departments, including Tempe Fire Medical Rescue (TMFR), Human Services and Community Services
  - A study by ASU finds this program has positive affect on perception/trust of police
- Study will be ongoing
  - Demonstrates maximum outcomes with minimum, hourly input
- Eight hours over five weeks
  - Anticipates \$139K to host at all Tempe Elementary schools
- Incorporate youth engagement into Tempe Police Community Affairs Office
- Add youth program coordinator – this could be a shared position with Community Services
- Approximately 50 policies intersect with RTB and are being evaluated for gaps, discrepancies, any potential for bias, and opportunities for improvement (see Supplemental Information.)

## RELATED DEPARTMENTS and OFFICES

- Community Services
- Human Services
- Internal Services - Human Resources

## DATA PLAN

- Leverage data policies and plans identified at Public Safety Advisory Task Force

## BUDGET IMPLICATION:

- Team Kids Challenge - \$139K
- Consider public-private partnerships
- Seek donations

# Transportation

## CONCEPT

- Improve outreach and enrollment in Youth Transit Pass program
  - Reconsider enrollment requirements that may be biased
  - Identify best means and manner in which to distribute passes
  - Identify additional means of inclusion for transient student population
  - Specifically engage youth of color in all transportation-related programs and projects, such as public input for transit service changes, pathway projects, etc.
  - Identify transportation options to and from city special events

## RELATED DEPARTMENTS and OFFICES

- Community Services
- Human Services - Housing
- Community Development - Neighborhood Services

## DATA PLAN

- Capture additional demographic information

## BUDGET IMPLICATION:

- Software upgrade - \$10,000 or more
- Transportation to and from city special events - \$50,000 or more

# Next Steps

## THIRD PARTY FAILURE ANALYSIS

This document represents merely a portion of The Right to Breathe. The City, as mentioned, intends to employ a third party to conduct an external failure analysis. The results of this analysis will be made public when it is available.

## DATA

The City of Tempe is a data-driven city. The Strategic Management and Diversity's Office mission specifically is "to advance an inclusive, innovative, transparent and data driven organization to create a world class city for our community and our region." City departments are full of data sets, some of which are beneficial to this effort. However, the failure analysis revealed that we are also lacking in other data points.

The City is working to increase data where lacking then create a robust platform by which departments can collaborate and proactively address needs from a holistic perspective. The platform will require a sizeable investment of time and funds, but exploration of this component is well underway.

## FINANCIAL INCLUSION

Addressing poverty as a systemic barrier for our youth and families of color and from vulnerable communities is an equally challenging endeavor. The City has taken a variety of steps to approach this component through its Financial Inclusion and Empowerment efforts, all of which are fully underway:

1. Creation of citywide Financial Inclusion and Empowerment Blueprint to guide how the City should comprehensively empower its residents financially.
2. Implementation of Financial Navigator program to direct residents to resources and other financial support.
3. The approval of Hometown for All to create sustainable funds for affordable and workforce housing development.
4. The guidance of a consultant to help us create innovative ways to leverage financing and funding.

## COMPLETE PRESENTATION

The complete presentation of The Right to Breathe will be available when the external failure analysis, data plan and financial inclusion and empowerment components are fully defined and implemented. The City will make the comprehensive presentation available on its website.

The City of Tempe is devoted to the full and equitable inclusion of all its residents. We are equally privileged to act as a bridge to opportunity for all our youth.

To support *The Right to Breathe*, or for questions, please email [diversity@tempe.gov](mailto:diversity@tempe.gov), SUBJECT: The Right to Breathe.

*Document Publication Date: May 2021*

# Supplemental Information

## AWARDS

The below are some awards, events, programs and facilities that provide opportunities and recreation for Tempe's youth.

- Youthfest Courage Awards
- MLK Diversity Awards
- Mayor's Disability Awards
- Dolores Huerta Social Justice and Advocacy Scholarship

## EVENTS

- Juneteenth
- Tempe Public Library events, such as Storytime, book groups, Summer Reading and more
- Tempe History Museum events, such as LOUD, Performances at the Museum, Tempe Time Machine and more
- Tempe Center for the Arts Performances and Gallery
- Geeks Night Out
- Tardeada
- Tempe City Arts events, such as Arts in the Park
- Movies in the Park
- Tempe Instagrammys

## PROGRAMS

- College Connect
- Career Ready Tempe
- Dozens of recreation and arts classes, such as boating, swimming, youth leagues, Zumba, yoga, summer camps and more
- Tempe PRE free, reduced and full tuition preschool
- My Brother's Keeper
- Mayor's Youth Advisory Committee
- Adaptive Recreation
- Fishing clinics

## FACILITIES:

- Escalante, Westside, North Tempe and Pyle multigenerational centers
- Kiwanis Recreation Center batting cage, wave pool, tennis courts and more
- Skate parks
- Splash pads
- City parks, athletic fields and facilities



# Supplemental Information

## Existing Tempe Police Department Programs Serving Youth

### **ACAC Football (Fall)** *(M. Hayes)*

Six police officers coach three middle school flag football teams consisting of approximately 20-60 kids for each school. This is a great mentoring experience for the youth and the officers who attend. The interaction is one day of practice after school on a weekday followed by a practice and game on Saturday. This program for ages 10-13 runs through the fall.

### **Adapted Adventure Day** *(R. Cook, M. Erwin, M. Enright)*

TPD participates in this annual event free to families, specifically designed for individuals with different abilities and their families, held at Tempe High School. TPD Crime Prevention, Mounted Patrol and Traffic officers support the event every year to help make connections with families and children with special needs, including autism.

### **ASU Office of Student Rights and Responsibilities** *(R. Cook, M. Erwin, M. Enright)*

TPD partners with ASU on a multitude of programs and events, to include speaking with students and families at orientation, as well as at events designed to address personal safety, and are frequently invited to address safety directly with sorority, fraternity and other student groups.

### **Autism Speaks Annual Family Walk & Resource Fair** *(R. Cook, M. Erwin, M. Enright)*

TPD participates in this annual event at Tempe Beach Park, to support Autism Awareness and help make kids comfortable with officers in uniform by giving stickers, taking photos, answering questions of kids and families, and offering tours of the police vehicles.

### **AZ Mills Safety Event** *(M. Hayes/CPU)*

Arizona Mills Mall has a safety event each year serving anyone from the community that is hosted by our Crime Prevention Unit. In the past, TPD organized a 3-on-3 basketball tournament for youth ages 10-13 at the mall. In the future, Arizona Mills Mall would like to combine the safety event and basketball with police officers to make the event much larger and more entertaining.

### **Back 2 School Bounty Kids Supply Drive** *(M. Enright)*

Tempe PD has partnered with Back 2 School Bounty, a charitable organization, in which police employees donate supplies to assist elementary teachers and school children whose families cannot afford basic school supplies.

### **Black Mothers Forum** *(R. Johnson)*

The goal of Black Mothers Forum is to collaborate with the Tempe Police Department to host interactions and conversations with Black youths and officers. The goal of the conversations is to share and learn from one another in a way that bridges the gap and humanizes law enforcement. Their focus is on addressing the many concerns about the safety and welfare of Black children, especially Black sons. The Black Mothers Forum want to dismantle the systems that have adversely impacted the Black community and begin to create safe and supportive environments for our children and families. There is a goal to have quarterly events with officers and Black Mothers Forum.

### **Critical Intervention Training (CIT)** *(R. Ferraro)*

The Crisis Intervention Team (CIT) program is an innovative first-responder model of police-based crisis intervention training to help persons with mental disorders or addictions access medical treatment rather than place them in the criminal justice system due to illness related behaviors.

Last year alone, the Phoenix-Metro region local law enforcement directly referred approximately 23,000 people to community-based crisis services and is a national leader in this. Tempe officers carry Narcan and also work closely with EMPACT- Suicide Prevention Center. Officers receive extensive training in how to recognize the signs of mental illness and addiction, with every shift having at least one officer that is CIT-trained on duty. Read more at [tempe.gov/PoliceRTB](http://tempe.gov/PoliceRTB) (SUGGESTED URL FOR FULL DOCUMENT)

### **Drug Take Back** *(R. Cook, M. Erwin, M. Enright)*

The Drug Take Back Event provides anonymous disposal of community member unused and expired medications. The event typically is held twice annually in partnership with the U.S. Drug Enforcement Agency (DEA) and the Tempe Coalition, with a mission to reduce underage drinking and drug use.

# Supplemental Information

## Existing Tempe Police Department Programs Serving Youth - *continued*

Tempe Police and the DEA take action on many fronts to stop prescription drug abuse, addiction, theft and re-sale trafficking. Our goal is to impact accidental poisonings, overdoses and deaths due to the inappropriate use of prescription drugs. For those unable to dispose of medication at the event, two secure prescription/over the counter medication disposal kiosks are available for community members year-round during business hours at the Apache Police Substation, 1855 E. Apache Blvd, and downtown Police Headquarters, 120 E. Fifth St.

### **Escalante Center Back to School Celebration (R. Cook, M. Erwin)**

TPD's Crime Prevention officers provide safety education materials and school supplies to youth.

### **Escalante Neighborhood / Community Center Fall Festival (R. Cook, M. Erwin)**

TPD's Crime Prevention officers engage with families while providing safety education materials.

### **Escalante Neighborhood / Community Center Teen Summer Program (R. Cook, M. Erwin)**

TPD's Crime Prevention Officers engage with teen youth to speak on a variety of teen related issues.

### **Fraternity New Membership Orientation (M. Hayes/CPU)**

The Tempe Police Department partners with ASU Police to teach more than 1,000 new fraternity members each year regarding the topics of sexual assault, drug and alcohol usage, loud parties, traffic safety, theft and robbery issues. These classes are extremely important for young adults who are often living on their own for the first time. A similar program for Sororities is in the works.

### **Geeks Night Out (R. Cook, M. Erwin, M. Enright)**

TPD is an original partner in the City of Tempe's annual science, technology, engineering, arts and mathematics (STEAM)-based festival. TPD's Forensics Unit, DUI Unit and Crime Prevention Unit participate in this hands-on science event geared toward youth.

### **Getting Arizona Involved in Neighborhoods (GAIN) (R. Cook, M. Erwin, M. Enright)**

G.A.I.N. Night has been celebrated annually in Tempe for more than two decades. Each year, TPD, Neighborhoods staff and other City representatives partner with single family home neighborhoods and apartment complexes to host nearly 100 G.A.I.N. parties, attended by approximately 4,000 residents citywide. The goal is to celebrate, maintain and strengthen connections between the City and its neighborhoods.

### **Human Relations Commission (S. Burlingame)**

The City of Tempe Human Relations Commission advises the Mayor and City Council and assists City departments on ways to eliminate prejudice and discrimination and find ways to help people from different cultural backgrounds feel at home in the community. Tempe Police partner by directly providing support, information and taking approved action to enhance these important efforts in our community.

### **Mayor's Youth Advisory Commission & Youth Town Hall (J. Montenegro)**

The Mayor's Youth Advisory Commission was established in 1980 in response to the problems youth often face, such as teen violence, pregnancy, substance abuse, depression, and lack of recreational opportunities. Tempe recognized the importance of youth input and created an advisory commission made up 100% of youth. TPD is an ongoing partner in supporting the Commission and engaging to support the Youth Commissioners, provide information, education and take actions on approved recommendations.

### **Mill Avenue Festival of the Arts – Kids Block (R. Cook, M. Erwin, M. Enright)**

TPD participates in the Tempe Festival of the Arts semi-annual event, among the oldest and largest art festivals in the country. Uniformed crime prevention officers are an integral part of Kids Block, where in addition to arts and crafts, kids and families can meet and talk with officers and tour the patrol vehicle.

### **My Brother's Keeper (N. Barela, J. Montenegro)**

The My Brother's Keeper Community Challenge is an initiative that was launched by the White House in 2014 to ensure all young people can reach their full potential. The Tempe City Council accepted the challenge to become a My Brother's Keeper community. As a result, a more intentional focus on supporting academic, social and life skills of Tempe's boys and young men of color was instituted. TPD has remained pillar partner in this ongoing program since its inception.

# Supplemental Information

## Existing Tempe Police Department Programs Serving Youth - *continued*

### **Play Date (R. Cook, M. Erwin)**

TPD support and participate in the City's free day of play that features games, sports, kayaking, inflatable obstacle course, Kid Zone Experience, Library StoryWalk, fishing expo and more. This annual event draws approximately 4,000 people, primarily families with elementary-age children. In 2019, TPD participated in the Touch-a-Truck portion of the event.

### **School Resource Officer (SRO) Program (W. Simms)**

The TPD School Resource Officer Program consist of seven detectives that specialize in juvenile-related calls for service. TPD has continued its strong partnership with Tempe Union High School District as well as Tempe Elementary School District. Detectives respond to all calls for service that occur within our schools as well as fostering a positive relationship with students on campus. It is also our responsibility to teach law-related education to students.

We have adopted a restorative justice approach to policing. Restorative justice is a concept in which education, mentoring and counseling is used as a resolution when possible rather than charging or referring to the juvenile courts. For additional information visit [tempe.gov/PoliceRTB](http://tempe.gov/PoliceRTB)

### **School Visits (R. Cook, M. Erwin)**

TPD Crime Prevention Officers visit elementary schools several times each year in these and other events:

- Get to Know Your Police Officer Day
- Read a Book Day
- Career and Vehicle Day
- Superhero Rescuers Day
- Drop-in visits during lunch hours

### **Teen Hoops at Escalante Center (Summer) (M. Hayes)**

Four to five officers attend pickup basketball games at the Escalante Center every other Saturday throughout the summer. TPD collaborates with Angels on Patrol, which donates pizza and Gatorade for each event. We average 25-40 kids each night with ages ranging from 11 to 17.

### **Team Kids Challenge (M. Hayes)**

Two officers collaborate with ASU, Tempe Fire Medical Rescue (TFMR) and Starbucks to provide leadership and community awareness to two schools in Tempe. Last year, Arredondo and Aguilar Elementary Schools participated, however this would be a fantastic program to run at all Tempe Elementary Schools.

This program has been studied and proven to be effective by ASU professor Adam Fine. Officers spend about eight hours over five weeks conducting both large pep rally type educational messaging as well as small group leadership exercises with the older students. The five weeks culminates in a large carnival put on by the older students for the younger students to raise money for a charity of the youth's choice. The entire school participates in this program.

### **Tempe Neighborhood & HOA meetings (R. Cook, M. Erwin, M. Enright)**

TPD staff attend dozens of neighborhood association and HOA meetings each year. Although youth do not often attend the meetings, a majority of the issues and concerns relate to neighborhood home safety, personal safety, traffic safety, safety in neighborhood parks and schools, often as relates to families with children.

### **Voices for Children CASA Superhero Family Fun Run (R. Cook, M. Erwin, M. Enright)**

TPD is an original supporter and participates in this annual event held at Kiwanis Park, sponsored by CASA (Court-Appointed Special Advocates for Foster Children) and Department of Child Safety. Voices for Children is dedicated to bringing a voice to every abused or neglected child in state dependency and supports expansion of the CASA program in Maricopa County. Hundreds of foster youth and families attend each year, meeting, asking questions of uniformed Tempe officers, and touring patrol vehicles.

### **Youth Scout Groups (R. Cook, M. Erwin, M. Enright)**

TPD Crime Prevention Officers travel across the City to spend time with Scouting Troops, sharing information and answering questions about safety and policing, and helping the kids earn their Merit Badges. One of our current CPU Officers is a former Eagle Scout and is frequently requested by Scout leaders.

# Connect with City of Tempe

The City of Tempe wants to hear from all its residents. To make it easy, there are several ways to stay in touch with what's going on in the community and participate.

## City of Tempe website

Find all our digital offerings at [tempe.gov](https://tempe.gov).

## Call for service: Tempe 311

Request a new trash bin, report graffiti, street lights that aren't working and other issues straight to us and track your requests online at Tempe 311. Get services and information by calling 480-350-4311 during traditional office hours. You can submit requests any time by downloading the Tempe 311 app or visiting [tempe.gov/311](https://tempe.gov/311) online.

You can also report non-emergencies, such as water main breaks, and issues that aren't urgent after hours at 480-350-8311.

## Email

Sign up to receive emails on everything happening in the City of Tempe. Choose the categories that interest you most or get everything! <https://email.tempe.gov/news>

## Tempe News

Find a record of all Tempe's news complete with contact information at [tempe.gov/newsroom](https://tempe.gov/newsroom).

## Tempe Events

See when all our public meetings, special events, classes and workshops are happening at [tempe.gov/calendar](https://tempe.gov/calendar).

## Tempe Surveys

Give your feedback on plans and issues at [tempe.gov/forum](https://tempe.gov/forum).

## Social Media

The City of Tempe and Tempe City Council members have more than 30 social media accounts on a variety of interests. Here are those accounts:

### Facebook

- /CityofTempe – for overall news and event information
- /GolfTempe
- /SustainableTempe
- /TempeCenterfortheArts
- /TempeCityArts
- /TempeCommunityCouncil
- /TempeFire
- /TempeHistoryMuseum
- /TempePolice
- /TempePublicLibrary
- /TempeRecreation
- /TempeTownLakeBoating

### Instagram

- @TempeArts
- @TempeCityArts
- @Tempegov
- @TempeHistoryMuseum
- @TempeParksandRec
- @TempePublicLibrary

### Twitter

- @tempegov
- @tempearts
- @tempepolice

## Video

Watch videos about Tempe's programs and services, online public meetings and Tempe City Council meetings online.

[tempe.gov/Tempe11](https://tempe.gov/Tempe11)

[YouTube.com/Tempe11video](https://YouTube.com/Tempe11video)

# Connect with City of Tempe

## Reach your Tempe City Council

All Tempe City Council members are elected at large and not by district. Visit [tempe.gov/elected](http://tempe.gov/elected) for photos and information on all our elected officials.



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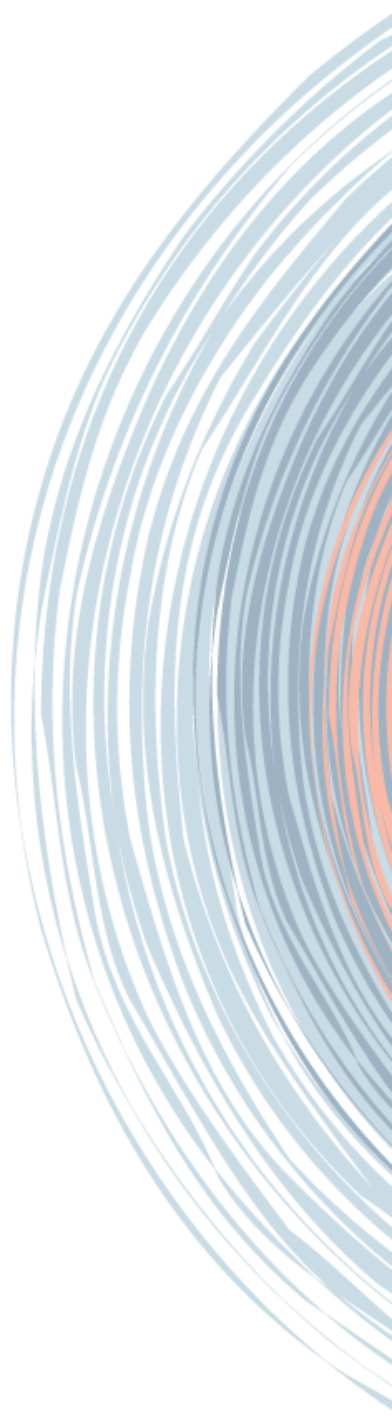
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The Right to  
**BREATHE**