October 13, 2020
Orientation Workshop

4:00 pm – 7:00 p.m.

Purpose

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

Welcome!

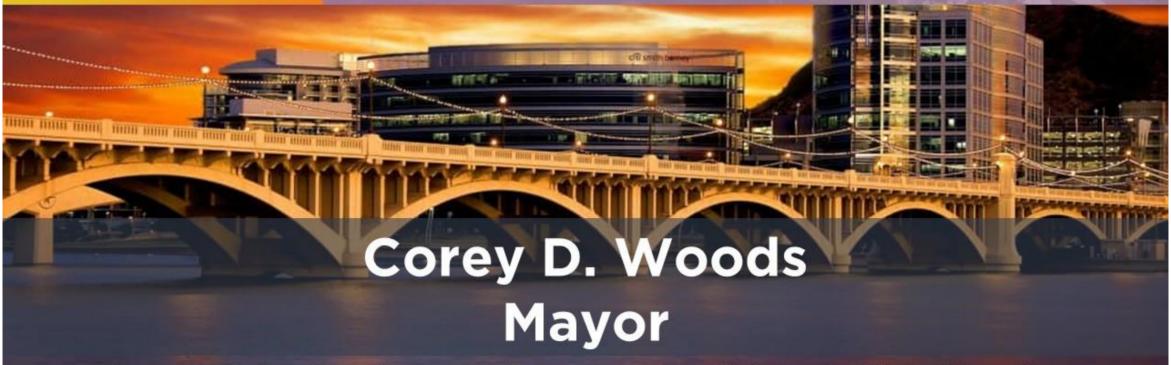
In the Zoom chat, please enter:

This workshop and Zoom chat are being recorded.

- 1. Your name
- 2. Organization/affiliation
- 3. A phrase that describes your hope for today

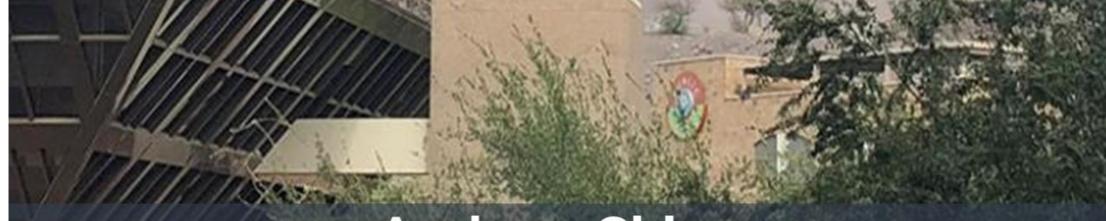
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Andrew Ching City Manager

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













Wydale K. Holmes

Strategic Management & Diversity Office

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- 1. Welcome
- 2. Introduction Round Robin
- 3. Strategic Planning Process and Overview

- 4. Leading with Data Current State
 - a. Council Priorities and Performance Measures
 - b. Pre-WorkshopSurvey Results

- Leading with Data –
 Continued
 - c. Police and Legal Departments
 - d. Q&A
- 5. Closing



INTRODUCTIONS

- 1. Your name
- 2. Organization or affiliation
- 3. A phrase that describes your hope for today



October 13, 2020

PURPOSE

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

OUTCOMES

Proactive polices and procedures designed to:

- **Build Trust**
- Create Accountability
- Assemble Allies

DELIVERABLE

Strategic Plan

orientation

- Purpose
- Process
- Tech Orientation 10/20 or10/21

ıı 🕿 SWOT

Analysis

Weaknesses Opportunities

2 Threats

▼ Vision **EMBER**

Identifying Barriers

5

Creating Strategie Strategies

Z Endorse

Elements

Plan

ECEMB

6

≿ Plan **▼** Delivery Public **≤** Comment

> Implementation Team

FOCUSED CONVERSATIONS

6

3

share diverse perspectives in a diplomatic manner

- Structures clear dialogue and reflection
- Probes to the depth of a topic
- Encourages diversity of perspectives

CONSENSUS

group decisions that respect diverse perspectives, create joint resolve

- Individual participation is honored
- Engages all members
- Organizes ideas, decisions
- Reveals the consensus in large groups



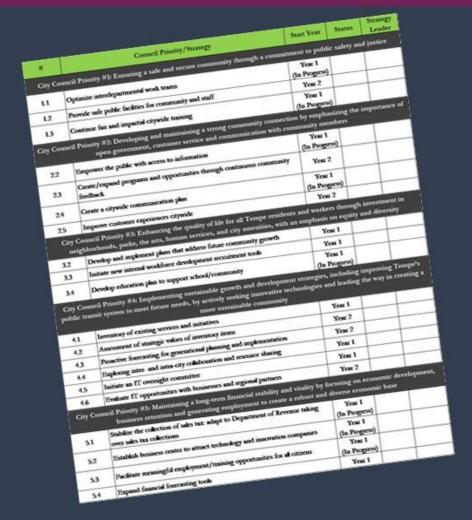
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City of Tempe's Strategic Management Process

- Adopted process in 2016
- Institute of Cultural Affairs' Technology of Participation (ToP®)

Key deliverables:

Strategic plan





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Method

- use time efficiently
- maximize participation
- build consensus
- foster collaboration
- generate innovation
- focus on the future
- garner commitment
- propel action
- share accountability





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Scalable

groups of varying sizes, from 12 – 90 participants

- Sustainability Commission
- Family Justice Commission
- Human Services Department
- Veteran's Commission
- Historical Preservation Foundation
- Human Relations Commission



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Workshop Process

- 1. Focus Questions
- 2. Brainstorming individually and in small groups
- Clustering forming relationships among the ideas with the larger group
- Naming generating consensus of the ideas; creating descriptive phrases



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Six Workshops

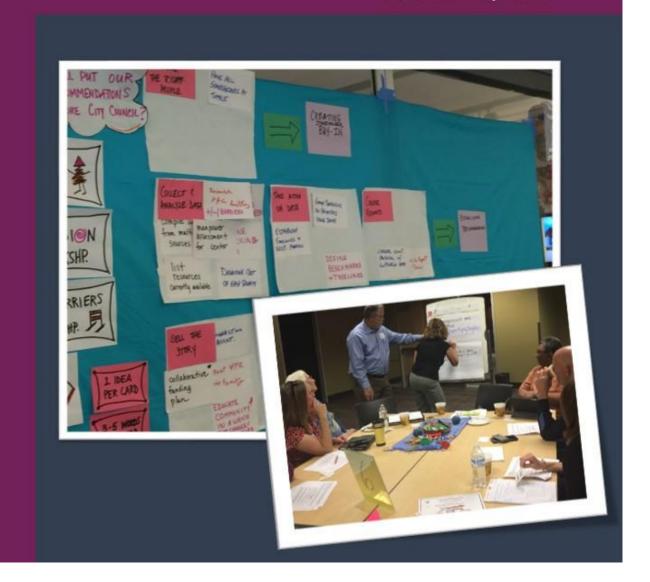
- 3 hours in length
- October through December

Tech Training

- Register for each workshop
- October 20, 4 p.m.
- October 21, 4 p.m.

Public Webpage tempe.gov/PublicSafetyAdvisoryTaskForce

- Agendas
- Documentation
- Video Recordings Channel 11



Underlying Principles

What assumptions underlie the method and process?



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Profound Respect

There is wisdom embedded in every idea and experience.

Inclusive Participation

We need everyone's wisdom for the best results.

Individual brilliance is not enough; complexity requires diversity.

Radical Openness

In order to shift old thinking patterns and open to new understandings, we must stand aside from our own and others' ideas, assumptions, and experiences to examine them with curiosity.

A More Meaningful Whole Individual ideas and the relationships among them create a larger picture that no one person created, but includes each individual's thinking. This synthesis is is something else from the sum of its parts, revealing as-yet-unseen patterns and a new, shared meaning.

Ownership

We are committed to that which we help create.

Agreements for an Effective Meeting Space





Remain on-camera at all times (except breaks).



Remain available-to-be-on-mic. You can mute while others are speaking or presenting, but be ready to participate.



Avoid distractions: turn other devices to airplane mode and minimize open windows on your computer.



Use the phrase "I'm complete..." to indicate when you are done speaking.



At each opportunity to provide input, we ask that everybody raise their hand in Zoom. After speaking your hand will be lowered to invite others to speak.



Have grace with yourself and others. We're all figuring this out together!

Reflection

What seems promising about this proposed planning process?

- Well thought out and laid out to solicit input and made available to the public
- Areas of information, data, being requested is an indicator that people want to be very thoughtful and make comprehensive recommendations
- There is a defined process.
- An organized process.

What cautions would you like to us to be aware of?

- There's a gap. Some are new to the space. Have been working in their lanes, but not with the police. There's a role for the PD to share how/what they are thinking.
- Not seeing adaptability in the process that's been laid out. Want to be flexible to change if necessary. Particularly who else could be included.
- Need clarity on expectation about how we speak to media / general public about this process.
- Public input pulse check surveys other means to gage feedback to our direction how? Where do our "brainstorming" notes live, things that we are just 'chewing' on. A lot of interest, but need guidelines / norms about what to share and how to agree to disagree.
- Concern that "respecting every perspective / value" might include values like white supremacy that should not be tolerated. Tolerating them would be counterproductive.
- Need some kind of a framework, mission, goals, buckets and areas that
 we feel need to be addressed and the recommendations we want to
 bring forth. Opportunity for public input needs to be included.
- Want to ensure that we feel safe to express our ideas. People need to be free to share ideas, even those that might not be popular, so that we can speak about them in a way that makes sense for going forward.





Please return in 5 minutes.



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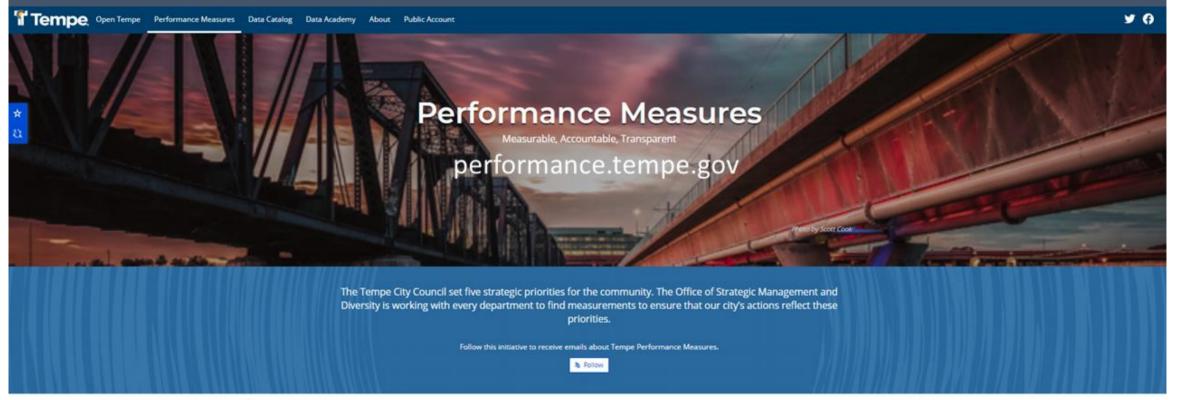
Rosa Inchausti

Director, Strategic Management & Diversity Office

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City Council Strategic Priorities





Quick Connect Go directly to the strategic priority dashboards sites.













performance.tempe.gov



SAFE AND SECURE COMMUNITIES



STRONG COMMUNITY CONNECTIONS

1.05 Feeling Safe in Your Neighborhood 1.10 Worry about Being Victim

2.06 Police Trust Score

1.06 Crime Reporting

1.07 Police Services Satisfaction

1.12 Violent Cases Clearance Rate

1.09 Victim of Crime

1.23 Feeling of Safety in Parks

1.25 Police Body Worn Cameras



Performance Measures



	Baseline	Targets	Current		Baseline	Targets	Current	1
1.05 Feeling Safe in Your Neighborhood	70	>80	73	1.12 Violent Cases Clearance Rate	34.2 %	43.5 %	36.4 %	1
N	ational Av	erage	71					
1.06 Crime Reporting								
Property Crime	73.1 %	65 %	79.3 % 个	1.23 Feeling of Safety in Parks				
Violent Crime	77.6 %	53 %	79.3 % 个	Neighborhood Parks - Day	74.7 %	88 %*	76.6 %	1
				City Parks – Day	81 %	88 %*	77.8 %	J
1.07 Police Services Satisfaction	81.4 %	90 %*	75.8 % 🔱	Desert Parks – Day	69.4 %	88 %*	71 %	1
Top 10% Target- Nat	ional Avg.	(2017)	66%	Neighborhood parks - Night	43.4 %	88 %	50.3 %	1
1.09 Victim of Crime				City Parks – Night	51.9 %	88 %*	53.2 %	1
No Violent Victimization	92.2 %	97.9 %	93.6 % 🖖	Desert parks – Night	36 %	88 %*	40.6 %	1
No Property Victimization	81.7 %	88.1 %	74.6 % 🖖	*Top 10% Targe	t- National	Avg. (2017)	63%	
1.10 Worry about Being Victim	_	_		1.25 Police Body Worn Cameras	71 %	90 %	76 %	4
Getting Mugged	66.2 %	70 %	67.8 % 🖖					
Burglarized	44.3 %	57 %	39.5 % 🔱	2.06 Police Trust Score	69	>80	71	1
Car Stolen or Broken into	45.4 %	57 %	39.1 % 🔱		National A	verage	78%	
Victim of Identity Theft	31.9 %	30 %	35.8 % 个		1 Ach	ieving or Exc	eeding Tar	get
			performar	nce.tempe.gov	↓ Not	Achieving Ta	arget	

Reflecting on the Performance Measures



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What data most captures your attention?

- Trust in police. Interest in why we don't have as much as we should.
- Survey as a snapshot.

Questions you have about the performance measures?

- Drill down information, demographics, samples, response sizes sources, gathering, data warehouse, data governance protocols. Ensuring data is equitable and observable.
- Interest in longitudinal data that indicates trends over time.
- Dispatch training and communication that they have as they are the first line after a call, as 911 has been weaponized against black men in particular, or groups of black people, when someone doesn't "feel safe".
 "Feel safe" is a problematic measure. Highly subjective based on who you are and where you are. Want to ensure decisions based on data.
- Why was the "feel safe" metric not inclusive of those fearing violence from the City?
- How was this information broken down based off demographics. Disaggregate the data?
- Who created these indicators for success? These may not be relevant for us, but they are for some, so it
 could be helpful to know where they came from. Want to think bigger than public safety. More toward
 authentic community engagement.
- 'So what' at the end of this? What do we do with this given our standing in the data? Are there actions implied?
- Are predictive analytics used anywhere, internally? On an officer by officer basis potentially?
- Interested in numbers on victims of police brutality. Also, to the family members of those victims and how they are impacted, the trauma that it causes. What kind of measurement can we use to track the impact and the resolutions of these issues.
- How to measure other negative externalities affiliated with low trust (voting, movement, education, mental health, employment, general wellness, etc)
- Will the notes in chat be incorporated into the notes as well?



Pre-Workshop Survey to Inform Today's Workshop

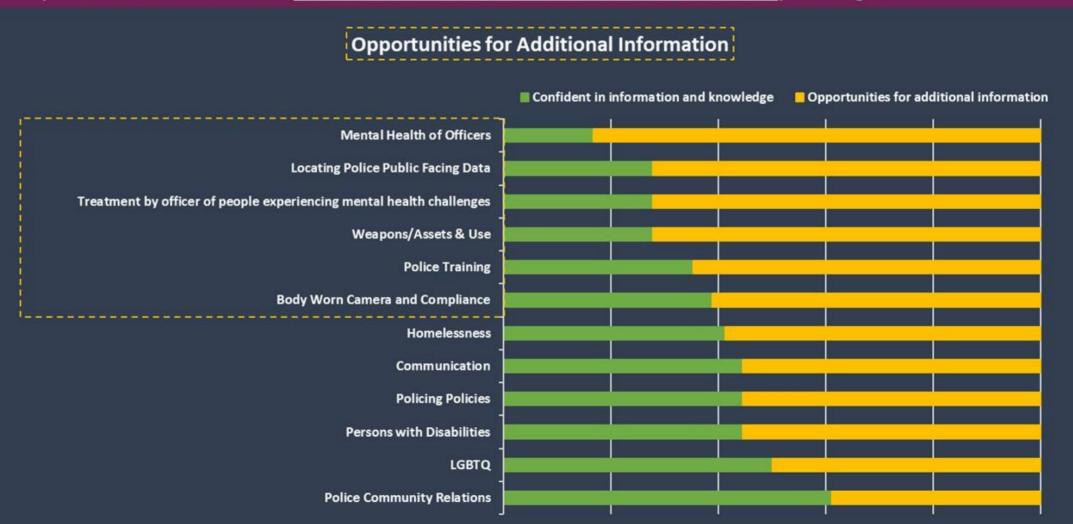
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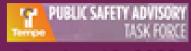
- 1. I feel confident in my understanding of and knowledge about policing related to:
 (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)
- a. Policing policies
 (examples: Use of Force, Chokehold, other Legislation)
- b. Police Training
- c. Weapons/Assets & Use
- d. Treatment by officer of people experiencing mental health issues
- e. Mental health of officers (example: Tiger Act)
- f. Police-Community Relationships

- g. Homelessness
- h. LGBTQ
- i. Persons with Disabilities (Developmental, Physical)
- j. Body Worn Camera & Compliance
- k. Locating Police Public Facing Data
- Communication
- 2. What do you want to achieve through your participation in this group?
- 3. What does a trustful, accountable relationship between community and police look like? What would you see in place (if that existed)? What's missing that is not in place?

Q1:

Respondents' confidence in understanding of and knowledge about policing related to:





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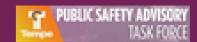
What do you want to achieve through your participation in this group?

training plan issues improved best side City make Officers
accountability Community mental health policing
safety understanding want Tempe practices safe hope
create reeds public



Emerging Themes							
Engagement Policy Protocol Standards	Points of View Common Ground Mutual goals Complex						
Plan Partnerships Shift Re-imagine	Community Trust Impact Vision						

Q3:

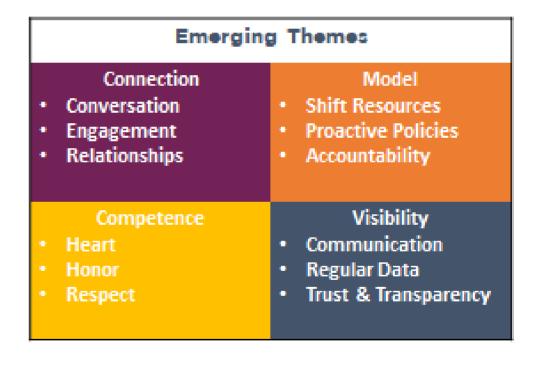


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What does a trustful, accountable relationship between community and police look like? What would you see in place (if that existed)? What's missing that is not in place?

trust police will community officers need police officer
training trustful accountable relationship communication relationship
transparency accountability







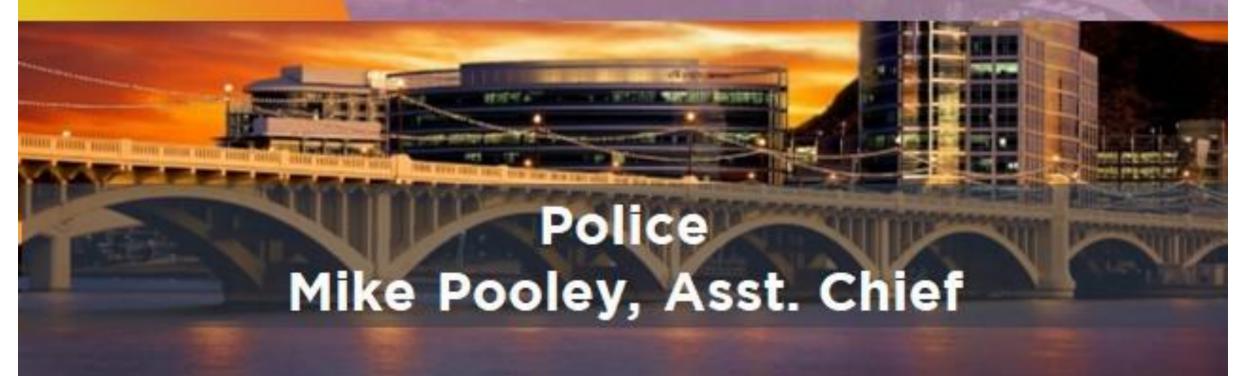


Please return in 5 minutes.



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A starting point for Reform and Strengthening Trust



Present foundational information on Seven Key Areas

Based on our Task Force member survey

To establish our Beginning



Hiring Overview

consideration for final hiring.



 Qualified Applicants (meet minimum standards per AZ POST)/Invited to Test: 	629
 Applicants Tested: Applicants Passed Physical & Written: 	204 155
 Background Interview Conducted (from sample group to date): Polygraph Exams Conducted (from sample group to date): 	98 60
Applicants Moved to Roundtable List (from sample group to date):	30
Hired from Test Group (between 10/19 & 9/20):	14
2% of candidates who apply with Tempe PD are hired as police officers.	

Less than 4% of applicants make it through the background and polygraph to "roundtable" and

Tempe Police Department Overview



CITY OF TEMPE

SIZE: 40.22 sq miles POPULATION: 192,364

SERVICE POPULATION: ~268,000 -

320,000

RACIAL COMPOSITION: 57% White, 22% Hispanic, 9% Asian, 7% Black,

2.7% Native

MEDIAN HOUSEHOLD INCOME: \$54,210

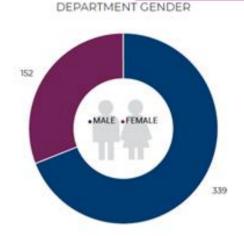
PERCENT OF POPULATION IN

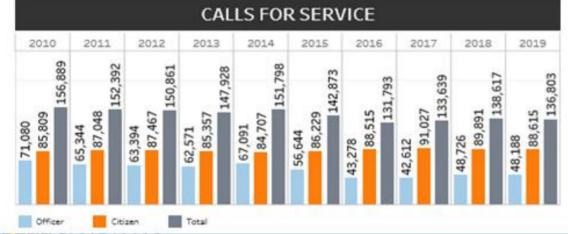
POVERTY: 21%

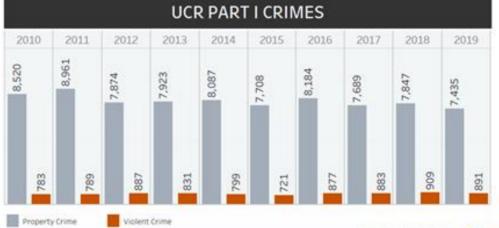
POPULATION W/ BACHELORS DEGREE

OR HIGHER: 46%











Hiring – New Recruit

Pre-Academy 2 weeks

Academy 24 weeks

Post-Academy 5 weeks

FTO 15 weeks in Field Training

Evaluations by 3 Field Trainers and Training Unit

Probation 52 Weeks



Advanced Officer Training

- General firearms qulifications
 (Night, Day shooting; Patrol rifle program)
- Firearm skill development
- Less lethal Intermediate Secondary: tool training and decisionmaking scenarios
- Life saving techniques (CPR/Tourniquet)
- Suspect control techniques
 Control hands, Arrest techniques, Decision-making)
- AZ POST decision-making
 (Deadly force while protecting a prisoner, Less lethal force, No force)
- Technology (Mobile Report Entry, Mobile Dispatch)



Supervisor Training

- Supervisor Specific (Human Resources, Internal Investigations, Search and Seizure, De-Escalation, Legal Update)
- CIT 76 officers, 4 sergeants, 1 lieutenant in patrol are trained
- Officer Wellness
- Narcan Training
- Outside Training



Continual Police Officer Training: Police Officer and Standards Training (P.O.S.T.)

- Proficiency training on technique, tools and equipment of police work
- Continual professional development and current trend training
- Advance Investigation (Sexual Crimes, Hit and Run)
- CIT (Minimum training for entire department)
- Decision making scenarios Managing an encounter
- Community interaction Protection (Behavioral Health, Deaf Awareness, Dementia)
- Supervisor scenario training
- Active shooter response Detaining dangerous suspects in vehicles

Training: Annual Curriculum for all Tempe Police Officers



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2018 CONTINUING 13.5 HOURS | PROFICIENCY 5 HOURS

Spring AOT 2018

- · Sex Crimes investigations update | 2 hours
- Crisis interventions training | 7 hours
- Active Shooter training | 4.5 hours
- Defensive Tactics review | 1 hour
- Officer decision making frills | .5 hours
- Firearms drills | 1.5 hours
- · Baton recertification | .5 hours
- · Pistol Qualification | 1 hour
- Low Light Qualification | 1 hour
- Individual training session | 1 hour (70) Optional sessions
- · Squad Training | 1 hour (40) sessions
- Rifle Training 1 | 2.5 hours
- Rifle Training 2 | 3 hours
- Open Range | 1 hour (25) Optional sessions

Current Optional classes

- 4 yoga for first responder classes per month (48 per year)
- 4 DT open mat sessions per month (48 per year)
- · 18 (1 hour) individual pistol training sessions

2019 CONTINUING 11.25 HOURS | PROFICIENCY 3.5 HOURS

Spring AOT 2019

- Dementia | 1 hour
- · Ground tactics | 1 hour
- Tactical Risk Mgmt | 1 hour
- Supervisor scenarios | .5 hour
- Gas mask/tourniquet | 1 hour
- TASER | 1 hour
- Small/large vehicle assault | 2 hours

Digital AOT 2019

- · CCR | 1.5 hours
- Behavioral Health | 4 hours
- Deaf Awareness | .5 hour
- · Hit and Run Invest | .25 hour

2019 Supplemental Training Vehicle Extraction (Continuing 1 hour)

2019 Judgmental Training which consisted of 3 • scenarios with live actors •

- Scenario with a hostile threat where officer protects prisoner
- Scenario where a citizen reached for cell phone
- Scenario where less-lethal force was required

2019 Supervisor Training (Continuing 8 hours)

- · FBI reporting update | 1 hour
- Risk Mgmt/HR update | 1.5 hours
- Internal investigations on employees | 1.25 hours
- Search and Seizure update | 1 hour
- PATROL model | 1 hour
- Active shooter scenario training | 2.5 hours

Firearms

- · Pistol Qualification | 1 hour
- · Low Light Qualification | 1 hour
- Individual Training session | 1 hour (85)
 Optional sessions
- 235 | 2 hour (5) Optional sessions Stress Inoculation Test Class
- Squad Training | 1 hour (30) sessions
- Rifle Training 1 | 4 hours
- Rifle Training 2 | 1.5 hours
- Open Range | 4 hours (20) Optional sessions
- Intercept CCW | 2 hours (5) Optional sessions
- Qualification Pro Training | 1 hour (4) Optional sessions
- Flying Armed Training | 2 hours (4) Optional

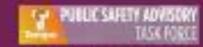
 sessions

Officer Mental Health



- Officers are 24% more likely to develop PTSD than the general public (source: US Dept. Of Justice)
- On average, officers experience 188 critical incidents during their career (source: Chopko, Palmieri and Adams, 2015)
- More officers have died from suicide than line-of-duty deaths (source: Blue H.E.L.P)
- The Craig Tiger Act passed into Arizona law in 2018 and provides officers up to 36 counseling sessions after experiencing a traumatic incident
- Critical Incident Stress Management (CISM):
 Peer Support Tempe PD has a 24/7 Peer Support Helpline and Team to assist officers with referrals, resources and assistance (ancillary duty, not dedicated)

Training De-Escalation Grant



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De-escalation
 Tempe PD received a \$700,000 grant funded through Bureau of Justice Assistance:
 Strategies for Policing Innovation to study

de-escalation

 Tempe PD partnered with ASU for the three-year grant to study de-escalation perceptions, techniques, training, and effectiveness



PLANNING

H/hat is prey plan?

- I (to you have pre-existing toowledge of involved parties?
- What is your expresent?
- r What will you do when you arrive?

ASSESSMENT

Höbet is happenleg?

- tips the situation changed?
- Dul need to charge my plan?

TIME

Do I need to take respectate action?

- + Distance + Covet + Time
- . Can action be later to pay additional time?

RE-DEPLOY

Are I be the best position I can be in?

- Do I need to re-deploy or mange my position?
- I to containment appropriate?

OTHER RESOURCES

Do I have the resources I need?

- Do I need additional louis, pains) officers, anside a supervisor?
- I Do I need an air unit 1001 Spaciaty unit?

LINES OF COMMUNICATION

Mane I communicated the plan and all of the necessary between about

- r To allegators, responding officials, supervisor?
- An I communicating effectively with the corpect





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Reflection

What in this presentation gives you hope?

- A lot of measurements and data points - want it to be more directly "reduction of police brutality"
- Going beyond best practices. We need a whole new set of practices.
- Glad that we are all here and having this dialogue and move to solutions
- Example from Australia where police officers dispatch to social services rather than police
- Getting this information from police responsiveness to pressure and accountability

What in this presentation causes hesitation or concern?

- Training provided from MCSO that has racist practices some which continue under new leadership.
- Concerns about practices in working with the trans community and how they are booked.
- Example of training results with Phoenix police where there wasn't follow up
- Insufficient training hours
- Behavioral health only 4 hours of training
- Behavior changes how are they being measured loss post training - reinforcement
- Are they informing performance measures and PIP's
- Disability training there have been a number of high profile shooting of youth with invisible disabilities - that are being misinterpreted as aggression - are these incidents being monitored?
- Unconscious and Implicit bias being identified and mitigated
- Badge vs non-badge training decoupling badged officers with firearms responding to non-violent calls
- Stress inoculation especially with our officers, especially as it is amplified with unconscious bias
- Need more ethics and professionalism, moral authority training, more than every three years
- Feeling safe in this community when speaking about work with public safety
- Training seems to add up to a bachelors degree. Are we willing to pay to train police to have the expertise vs paying for other services in the community (example Care7 which we don't fund). We are asking police officers to do too much.
- Ensure that officers don't carry their trauma load to the next call.
- Need to be brave to lean into the bigger questions.
- The amount of training required because they shouldn't be in those situations in the first place.
- Time available for this process! 6 sessions and 2.5 months. These are difficult conversations
- Money and thinking invested in training vs just training less people and re-allocating resources.

Questions you would like to see addressed in future events?

Is training frequency and numbers dictated by a budget? How are those decisions made?

How / where is recruitment conducted? What is the definitions "who we want our officers to be"

Is it just 8 hours oftraining every 3 years?

How do we make a good police officer, recruit one, keep one, and invest - what are we willing to fund. #'s forapplicants going down - by how much and the reasons behind that

What information was gained and what trainingwas developed as a result of grant.

Evaluation practices for the trainings - in follow up especially

What are we willing to fund in relation to social/community services that we are now asking police officers to do.

Does the PD have a focus on recruiting officers that are a reflection of the communities they serve

Comparison
between use of
force and deescalation training

What training is there for dealing with different cultural communities avoiding overreach

Why do police exist? Be brave to ask these questions

Public Facing Data



- Open Data Portal
- Lexis Nexis
 Community Crime Map
- FBI UCR Data –
 Transition to NIBRS in 2021
- Searchable Policies
- Use of Force

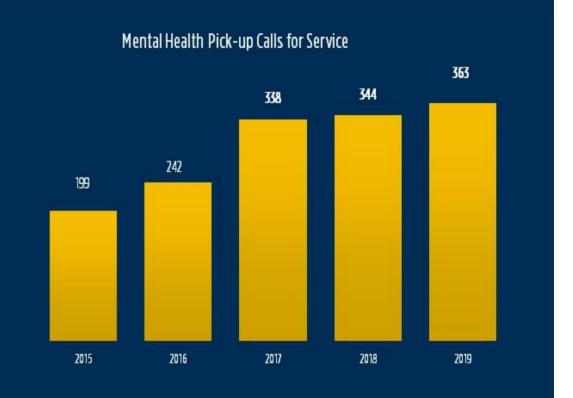


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Public Mental Health PD Response



- Crisis Intervention Training (C.I.T.)
- One Mind Campaign
- Petitions
- NARCAN



Homelessness



- Human Services Hope Team
- Street Outreach
- Coordinated entry access point: single adults and family housing hub
- Navigation of mental health services and providers
- Crisis prevention and education.
- Access to emergency shelter, services, and housing.
- Documenting readiness for housing and housing locator services.
- Mediation and follow-up support.
- Collaboration with other service providers/City employees.
- Parks Officers created in April 2016 in response to increasing number of encampments within desert preserves and the perception of overall safety in our park system.





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October 13, 2020



Reflection

What has been your experience in today's workshop?

Select a photo that best reflects your experience in today's workshop. In the chat box please, describe the photo number and why.



Tempe

PUBLIC SAFETY ADVISORY TASK FORCE

Next Workshop S.W.O.T. Analysis

October 28 4:00 pm – 7:00 p.m.



Tech Training Options 4 p.m.

November 20

November 21

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