



TEMPE POLICE DEPARTMENT

Holistic Approach to Policing

June 2020

Executive Summary:

The goal of the Tempe Police Department is to reduce harm in our communities. As a department, we use a variety of methodology to work toward this goal to include our 5 key initiatives: Crime & The Fear of Crime, Traffic & Multi-Modal Safety, Community & Regional Engagement, Strategic & Criminal Analysis & Intelligence, Employee Development and Support & Resilience. The Tempe Police Department is respected locally and nationally as a leader in innovation. The key to our success in these areas is the collaboration we have with our community, our businesses, our non-profits, Arizona State University, and many other organizations.

There has been a tendency for Law Enforcement in general to concentrate on traditional enforcement methods as their primary metric for reducing harm in communities. Although there is value to such metrics, the Tempe Police Department strongly believes reducing harm in a community is a much more complex proposition. At the Tempe Police Department, we focus much of our time and resources to engage with the community on a deeper level by hiring the right people for Tempe, who align with our values - Honor, Integrity, Loyalty, and Dedication to our community. We focus on developing a well-trained, resilient workforce who are committed to meeting the demands of the neighborhoods in which we serve.

Through our ability to engage with community members, we build trust and relationships that allow us to provide voice to our community members, and to reduce harm through citizen, neighborhood and business partnerships. The Tempe Police Department is committed to maintaining an innovative workforce to meet the ever-changing demands of our community while not only adopting Law Enforcement best practices but assisting in the creation of those best practices for our department as well as others nationwide.

The men and women of the Tempe Police Department are dedicated to the safety and quality of life of all our citizens. We value and respect all members of our community. We continue to partner with our citizens and businesses for a better Tempe.

In the following pages we have provided snapshots into the Tempe Police Department's holistic approach to policing as well as our commitment to community and regional engagement, and employee development, support and resilience.

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Training, Innovation & Partnerships

De-Escalation Grant

There is a lack of research on the effectiveness of de-escalation training in policing. Though widely used in law enforcement, there is little knowledge in terms of the benefit of these training courses on use of force outcomes and citizen satisfaction, as well as the skills they have given Officers in terms of resolving potentially violent encounters in the field.

In partnership with Dr. Mike White and his team from ASU's Center for Violence Prevention and Community Safety, Tempe PD is in the final push of a 3-year, multi-stage project to design, deliver and evaluate a customized de-escalation training course. This innovative undertaking has included many facets, such as:

- **Peer Nomination of Top De-escalators**
 - Identification of top de-escalators, or those considered highly skilled at de-escalation in the field
 - 136 Officers nominated at least once (1-26)
 - 2nd level vetting (20+ sergeants) – identified 14 officers
 - Upon selection, ASU researchers conducted ride-alongs (100+ interactions observed), one-on-one interviews and top de-escalator focus groups to gain more insight about the tactics and techniques used in the field.
- **Sending Officers to De-escalation Trainings**
 - Many sworn members of the De-Escalation Committee were sent to online, local, and national training courses in an effort to identify best practices and possible curriculum elements to be included (total of 22 training classes attended). Attendees completed evaluation forms after attending training, which were then analyzed and presented to the group.
- **Officer Perception Survey**
 - Three waves (wave 3 currently in process) of an Officer perception survey have been conducted to understand the perceptions of de-escalation among field operations personnel.
 - Topics covered in the survey:
 - Procedural justice
 - Tactics
 - Perceptions of de-escalation training
 - Perceptions of force
 - Demographics
 - Both quantitative results and qualitative themes have been analyzed and presented to PD and academic audiences.
- **Review the Prior Literature**
 - ASU research team members analyzed literature across multiple fields to identify any evaluations of de-escalation training.
- **Development of De-escalation training**

- A curriculum team comprised of Officers from field operations, training staff and ASU research staff put the aforementioned components together to customize a de-escalation training course.
- TPD and ASU partnered with a curriculum development team to create course materials.
- The curriculum was tested with a separate group of sworn personnel, and adjustments were made based on course evaluations.
- **Randomized Control Trial - Delivery of De-escalation training**
 - Once finalized, the training course was delivered to a randomly selected sample of field operations squads. This randomized control trial, considered the gold standard in social science research, allows us to understand the effects, if any, that the training has on Officer-level behavioral outcomes and the use of de-escalation tactics in the field.
- **Data Collection and Officer Follow-up**
 - Currently, the ASU research team is conducting a review of BWC footage of both treatment and control squad members, as well as phone surveys with citizens who interacted with Officers to understand their perceptions of the encounter.

Body Worn Camera Grant

In July of 2014 a task force was formed to thoroughly research the evolving digital evidence and body worn camera industry as well as begin the process of drafting a comprehensive digital evidence and body worn camera operating policy and bidding documents. In late January of 2015 year a request for Proposal (RFP) was issued that marked the beginning of the City's nine-month sourcing process that ultimately led to the award. Body worn cameras have been an instrumental portion of our ability as a department to provide quality control, increase transparency, and enhance services to our community. All sworn police department employees from the ranks of Lieutenant to Officer are required to wear and use BWC's during contact with the public where an investigation is conducted, and enforcement is possible.

GOHS Grants for traffic safety

In an ongoing effort to reduce harm in our community, the Tempe Police Traffic Bureau pursued, and was awarded, a total of \$312,754 in grant funding by the Governor's Office of Highway Safety (GOHS). The Tempe Police Department has built a robust reputation for prevention, education and child safety campaigns, as well as aggressive DUI enforcement programs to reduce harm on our roadways.

The demonstrated commitment to community safety and successful operations resulted in the following grant awards, which supplements our existing budget, and make it possible for officers to engage in these safety campaigns year-round.

- DUI/Impaired Driving Enforcement – \$100,000
 - Objective: To reduce the incidence of alcohol and drug related driving, fatalities and injuries through enforcement, education and public awareness throughout our community.
- STEP (Selective Traffic Enforcement Program) Enforcement – \$40,000

- Objective: To reduce the incidence of traffic fatalities and injuries resulting from speeding, aggressive driving, red light running and other forms of risky driving behavior through enforcement, education and public awareness throughout our community.
- Occupant Protection Enforcement – \$20,000
 - Objective: To improve the use of seatbelt and child safety seats, to reduce the number of fatalities, and injuries due to vehicular crashes in our community.
- Youth Alcohol Enforcement – \$80,000
 - Objective: To reduce the incidence of alcohol and drug related driving, fatalities and injuries through enforcement, education and public awareness throughout our community, including our existing Covert Underage Buyer (CUB) Program in partnership with the Arizona Department of Liquor License, Control and Investigations, and Tempe businesses, to limit the purchase of alcohol with fraudulent ID in liquor establishments.
- Pedestrian & Bicycle Safety Enforcement- \$20,000
 - Objective: To reduce the incidence of pedestrian/bicycle and motor vehicle collisions resulting in fatalities and injuries through enforcement, education and public awareness throughout our community.
- DUI Enforcement Vehicle - \$37,394
 - Objective: Outfitted Tempe Police Vehicle utilized in removing impaired drivers from the roadway.
- Collision Investigation Training - \$15,360
 - Objective: To provide the most current and collision investigation training to successfully prosecute driver's involved in serious injury and fatal collision.

Narcan Grant

Tempe PD implemented an innovative approach to addressing the Opioid Crisis, by equipping 100% of Patrol Officers with Narcan and partnering with EMPACT-SPC. With this partnership, the two work together to provide rapid, 24/7 wrap-around behavioral health supports, when Tempe Police administer Narcan. While still a new project, Tempe Police Officers have not only saved 20 lives in our community in just a few short months but have been able to connect our community members with ongoing care which is critical to improve their lives. This unique police/community collaboration to address substance use is likely to become a national model.

- ***Notable incidents related to Narcan***

- Disabled suicide attempt

- Officers responded to a residence in south Tempe to find a disabled young man who had attempted suicide on an opioid. Officers recognized the situation immediately and administered a life-saving dose of Narcan followed by chest compressions until medical personnel arrived. This individual is now engaged actively in their recovery, having participated in a long-term residential treatment facility. He is also utilizing services under our grant for job training.

- Behavioral Health Saves

- Officers responded to a behavioral health clinic in Tempe for a possible overdose in the parking lot. The Officer learned the overdose was related to Fentanyl and administered one dose of lifesaving Narcan, resulting in her regaining consciousness.
- Officers responded to a Tempe resident who had overdosed on prescription medication. Officers administered lifesaving Narcan bringing the individual back

to consciousness and restored breathing. The Empact crisis team attempted to engage the individual in support services but was met with resistance. Ultimately, they left behind a dose of community Narcan. Approximately 1 week later the individual who had Narcan administered on them by Officers utilized the community Narcan left by Empact to save the life of their roommate. The roommate is now actively engaged in support services and working to build inroads with the initial consumer.

- Officers arrested a subject for a non-drug related offense and while transporting that subject to the Tempe City Jail, observed the individual lose consciousness and fall limp while in police custody in the vehicle. The Officer, having just been trained in carrying and deploying Narcan, administered a dose of the life-saving drug, most certainly saving his life.
- Four juveniles spanning from 14 years of age thru 17 have been saved by Officers administering Narcan.

CIT program

100% of Tempe Police Officers receive specific training in responding to situations that involve crisis, particularly focused on behavioral and mental health crisis. Tempe Police was the first department in Arizona to embrace the International Association of Chiefs of Police's (IACP) "One-Mind Challenge" which calls for 100% of Officers to be trained and certified in Mental Health First Aid and a minimum of 20% in Crisis Intervention Training (CIT).

Mental Health First Aid is a nationally recognized evidenced based best practice sponsored by National Council for Community Behavioral Health. Tempe is not only meeting these benchmarks, but exceeding this goal, with nearly 60% of our Patrol Officers having undergone Advanced Training in Crisis Intervention (CIT). This training provides in-depth focus and skill development in preventing and de-escalating situations, particularly those that may involve individuals with mental or behavioral health conditions.

Our level of Crisis Intervention trained Officers exceeds most valley departments and is nearly triple the percentage of the federal government's suggested percentage. We continue to see a steady increase of approximately 5-7% participate in the advanced training each year in our CIT trained ranks.

With most of our Patrol Officers being certified as Crisis Intervention Team trained, this has led to a greater diversion rate than most police agencies. Our Police Officers are recognizing a behavioral health crisis or using their discretion with lower tiered crimes and diverting to one of our community health partners, such as mobile crisis teams, detox facilities or psychiatric centers. Last year alone, approximately 22,000 diversions occurred across Maricopa county Law Enforcement. This represents approximately 50% of all consumers seen by the county behavioral health partners! These are 22,000 opportunities for individuals to engage in their recovery provided for by law enforcement.

Dementia training and awareness

Officers were provided two hours in Advanced Officer Training (AOT) to educate them on identifying and better understanding dementia during public contacts/calls, how to de-escalate with dementia patients/families, and how to connect residents with police programs and community resources for short- and long-term assistance.

CARE 7 Relationships

The Tempe Police Department works in conjunction with the Care 7 team to assist those affected by economic challenges or who have become victims of Domestic Violence. Officers work hand in hand with Care 7 to provide resources and counseling services to assist community members during their most challenging times. Through these collaborative efforts, it is our hope to end the cycle of domestic violence among victims, and to provide education and resources should they be needed in the future.

Park Officer Program & Partnership with Human Services

In April of 2016 a Parks Police Officer position was created in response to the increasing number of homeless encampments within our desert preserves and the perception of overall safety in our park system.

Success, as a collaborative team approach, justified the funding and addition of 2 additional park police officers. Today the Parks Police Squad is responsible for handling most calls related to homelessness, particularly within our parks system, as well as educating the community about homelessness from a police perspective. As a normal part of the Park Officers duties the following applies.

- Establish relationships and know the population in the parks/preserves/area and their stories.
- Provide quick reference for resources, advise on possible options, build rapport (being mindful that Police Officers are not social workers, we are peacekeepers and law enforcement).
- Work in collaboration with the HOPE Team
- Liaison within the police department for homeless related matters/education of the national homeless epidemic to concerned citizens.

Officer Wellness Programs

Wellness App

Tempe Employees are provided several mindfulness/wellness apps on their phone to include Headspace, Ten Percent Happier and the 100 Club wellness app. The 100 Club wellness app is specifically designed for law enforcement and has numerous health and wellness features that are completely anonymous for employees to research. This is also an app that the department can customize for our employees to be able to find Crisis Incident Stress Management (CISM) members, articles and trainings specifically for Tempe Employees.

Mindfulness, Breathing and Yoga Training

Resilience through movement and breathing (RMB) or Yoga classes are scheduled 4 times a month and upon request from individuals or squads. We also have access through our city phone two mindfulness apps. Currently, there are two trained mindfulness Peer Coaches and we are looking to expand to 8. Mindfulness coaches can teach mindfulness concepts and techniques through a grass root network as coaches are spread throughout the department and were selected also for their ability to be influencers.

Therapy K-9 Program

Tempe Police has two therapy K9's. Each canine is brought to work every day and is available on request for individuals or squads. Typically, the therapy K9's spend the day with their handler at work with consistent visits from employees and are available on a callout basis. This is an ancillary position

for the handler. The department would like to expand this program to a modified house therapy K9 style in our Jail and Dispatch area as well.

On Duty Health Screenings

The department will begin providing employees work hours to complete a yearly health screen through AZ Heart Fit for Duty. Typically, this is conducted during two visits to the health care provider. During the first visit the employees will complete a full blood panel (including a genetic cholesterol test), biometric screening and a functional mobility test in addition to speaking with a nutritionist. The second visit occurs after all bloodwork results have been collected and includes counseling by the mobility expert and health care provider. The importance of physical health on duty is extremely vital in keeping Officer's and the public safe during incidents.

Development Plan

All employees are required to complete a career development plan. Supervisors are to go over this plan once a quarter. We are also creating a book that contains all positions within the department to assist Officers with their development plan. This resource will contain what an exact job description, and what steps should be taken to move forward into that area. By creating a development plan, Officer's are encouraged to find areas they are passionate about and wish to focus on.

Advisor Program

All new commissioned employees are matched with an Advisor from the beginning of their employment to the end of their probationary period (first 1.25 years). Advisor's attend a full day class on financial assistance, wellness and self-care, communication skills, our 5 Key initiatives, the chaplain program, and our CISM level 1 peer support class. Advisors then contact their advisee's on average of once a week for their entire time in the program. This has shown to be a great resource for new Officers to ask questions without repercussions or judgement from a Field Training Officer (FTO), Recruit Training Officer (RTO) or supervisor.

Critical Incident Stress Management (CISM)

We have over 40 CISM team members which are instrumental in our ability to provide assistance and referral services to employees. We hired a contractor to carry out the primary team leadership position for the CISM team which will dramatically assist our CISM team leads with someone to lead our training and tracking efforts. CISM members have the ability to assist Officers that may be going through a variety of struggles, whether it be at home or on the job, and can put them in contact with appropriate resources.

Critical Incident Response Team (CIRT)

If an Officer is involved in a shooting (OIS), members of the Police Department to include an Assistant Chief, Organizational Services Division (ODS) Commander, CISM, union representative, representatives from Human Resources, Risk Management and the legal team meet within two days of the incident to start talking about the welfare of the Officer and to designate a point of contact. The purpose of these meetings is to ease the burden on the Officer and to make sure the appropriate care and communication is occurring.

Quarterly Newsletter

We recently began a newsletter that provides different information regarding wellness, financial referrals, retirement, nutrition and physical fitness as well any other topic requested and feel we should educate our employees on. This will also serve to notify personnel of our yoga classes as well as any other wellness opportunities that employees can attend. This provides more resources and avenues for our Officers to become more well-rounded without having to search for resources on their own.

Community Outreach

Youth Engagement

School Resource Officer (SRO) program

- 9 total SRO's in high school and middle schools.
- Each SRO conducts 180 hours of classroom instruction with 25-30 youth in each class.
- SRO's attend an average of 8 athletic events and 5 social events at the school each year.
- SRO's conduct an average of 18 other contacts per day at their school.
- Each SRO averages over 15 restorative justice contacts through "My Brother's Keeper", a program used to divert juveniles from the juvenile court system (189 referrals this past school year). This program allows our SRO's to work closely with our Care 7 Youth Specialists, Care 7 Victim Services, and the City of Tempe Courts in addressing youth diversion programs which can have a positive impact on our kids and allow a modest attempt at a restorative justice along the lines of the My Brother's Keeper doctrine.

SRO Success Stories

- An excellent example of an SRO who knows the students and has taken the time to build relationships with the kids developed when they overheard a dispatched patrol call involving a middle school student but it was unknown where she attended school. The SRO recognized both names as students who previously attended her school. The SRO was able to check student databases and discovered where the student was currently attending school. As a result, the SRO was able to work with the patrol Officer to ensure the child was safe and then followed up with the parents and the child's friend.
- Prior to the start of the school day, a 13-year-old student contacted Tempe Police to report his friend had threatened to kill herself at school later that day. The SRO was familiar with both students from working at their school previously, however the student threatening suicide had since changed schools. The SRO identified the student's school and with assistance from the principal and school counselor, were able to collectively develop a plan with the family to provide aid and resources to the student.
- The following is an outstanding example of multiple School Resource Officers working together to ensure a child's safety and well-being. SRO's made a home visit to do a welfare check on a family, which revealed the family was in extreme financial distress. After discovering the financial burden due to mom not working and trying to raise 4 children ages 2-15, it was determined there was a need for help in many areas. The SRO coordinated an effort with Care 7, Volunteer's in Policing (VIP's), and Angels on Patrol to help the family. They arranged a food box, purchase of a new air conditioner, and other services for the family. The above was a great example of empathy and compassion highlighting the relationships our SRO's build with their school communities.

ACAC Football (Fall)

Six Officers' coach three middle school teams in flag football 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 runs through the Fall (Youth ages 10-13).

Teen Hoops at Escalante Center (Summer)

Four to five Officers attend pickup basketball games at the Escalante Center every other Saturday throughout the summer. The PD collaborates with Angels on Patrol who donates pizza and Gatorade for each event. We average 25-40 kids each night. Games run from approximately 1700 to 1830 (Youth ages 11-17).

Team Kids Challenge

Two Officers collaborate with ASU, Tempe Fire Medical Rescue (TFMR) and Starbucks to provide leadership and community awareness to two schools in Tempe. Currently Arredondo and Aguilar Elementary Schools are participating. Ideally, we would like to expand this to 4 schools next year. Officers spend about 8 hours over 5 weeks conducting both large pep rally type educational messaging as well as small group leadership exercises with the older students. The 5 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 (Youth ages 6-10).

AZ Mills Safety Event

AZ Mills Mall has a safety event each year serving anyone from the community that is hosted by our Crime Prevention Unit. Last year, the PD assisted by organizing and running a 3 on 3 basketball tournament for the Mall. This year, AZ Mills Mall would like to combine the safety event and basketball with Police Officers to make the event much larger and more entertaining for the youth who attend (Youth ages 10-13).

Adopt a School (School Year)

Currently, this is run through Crime Prevention. Officers go to their dedicated elementary school once a month (Youth ages 6-11).

Cadets/Law Enforcement Development Program (School year)

The Tempe Police Department offers a program for young adults to learn about the many different careers in law enforcement. There are very few opportunities for youth today to have an inside look into the tools, philosophies and procedures law enforcement professionals use every day to reduce harm. This program we will begin when the Covid-19 pandemic has resided, and classroom participation is safe commence (18-22 years old).

Bike Rehab at Gilliland (School Year)

Tempe Police Officers in partnership with Gilliland Middle School assist youth to restore and fix bicycles to allow not only the usage of the bicycles but the ability to learn valuable skills. Officers are provided the ability to engage with students during this valuable program.

Fraternity New Membership Orientation

The Tempe Police Department partners with ASU PD to teach over 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.

Community Service

Volunteers in Policing (VIP's)

For over 30 years, the Tempe Police Department's Volunteers in Policing (VIPs) have contributed their time and talent to support and enhance our service to the community. Over the past few years, our VIP's have donated over 12,000 hours of volunteer service through the Motorist Assist Unit, K9 Unit, Mounted Unit, Crime and Intel Center (CIC)/Strategic Planning Analysis and Research Center (SPARC), Records, Detention, Bagpipe and Drum Band, Recruiting/Training/Hiring Units, Crime Prevention, Customer Service and many other areas.

Recruit Community Service Project

New Officer recruits participate in a community service project which introduces them to their community without having to engage in enforcement. The project educates them on resources available to serve the community outside of traditional law enforcement definitions. Nominations for the project often come from Officers on patrol that see a need in the community.

Many calls stay with Officers long after they leave the scene. Officers can connect with the volunteer office and the TOA to meet the needs of those they have encountered during their shift. Previous examples include providing food, clothing, toys, resources and mentorship to families and individuals in need.

Shop with Your Cops

Each year, Tempe PD invites 75 children to have breakfast, create crafts, explore PD vehicles/aircraft, specialty units, and shop with members of the department (both sworn and professional staff). Children are nominated by Officers who have crossed paths with them on a call for service, usually involving crisis or trauma. The connections our members make with the children and their families continues long after the event is over by providing resources and mentorship. The event is funded completely by donations from community partners.

Community Outreach Event Calendar

In 2019, employees of the Tempe Police Department attended over 140 single day community events in which we attend or assist in the planning process to include:

- MLK Diversity Awards Breakfast
- Mayors Youth Advisory Town Hall
- Mayors Disability Awards
- Pride Parade
- Youth fest Changemakers and Courage awards banquet
- Special Olympics Law Enforcement Torch Run
- Don Carlos Humanitarian Award
- One Community
- GSA Leadership

- East Valley NAACP
- Lily's Pad Project
- GAIN
- Welcome back walk
- Shop with Your Cops
- Thanksgiving Boys & Girls club West/North
- DEA drug take back
- Adopt a senior
- Tempe Junior Crew
- Healing Fields
- Challenge Day
- Project BE SAFE (autism education and awareness)
- Dementia Friendly Tempe Summit and Lecture Series
- Tempe Diablos Excellence in Education Awards

Employee Demographics

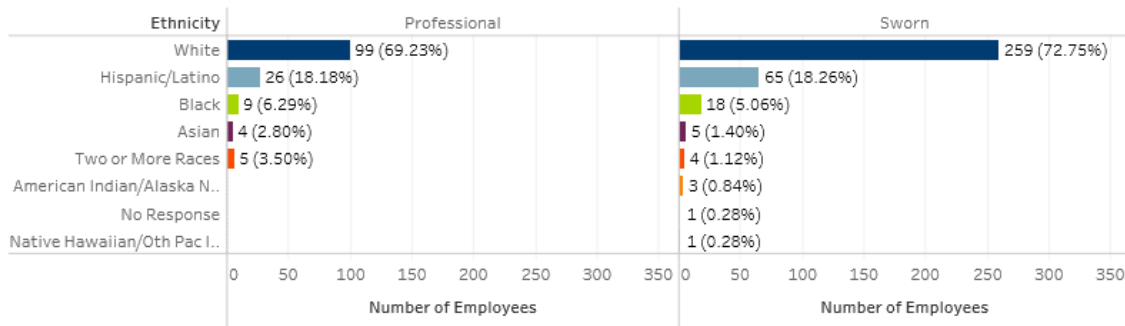


Tempe Police Department Employee Demographic Data 06/23/2020



Employee Ethnicity

The ethnic makeup of Tempe Police Department reflects that of the community it serves. According to the US Census Bureau, the city of Tempe has approximately 192,354 people. Of those, 73% are White, 6.6% are Black, and 3.3% are Native American.



Employee Gender

