

PUBLIC SAFETY ADVISORY TASK FORCE STRATEGIC RECOMMENDATIONS

March 2021

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- 3.MODERNIZING DISCIPLINE AND ACCOUNTABILITY

Police Model and Accountability Pillar

1. RESTRUCTURING PUBLIC SAFETY ROLES AND CALLS FOR SERVICE

- a. Determine badged and unbadged roles in public safety, to build relationships, modify operational and cultural models, and utilize industry "best practices."
- b. Create an unarmed unit that responds to non-violent crimes and situations.
 - i) Address the interpretation of the "level of threat" and how beliefs around race / gender / class may influence the interpretation of the "level of threat," being mindful of unconscious bias.
- c. Re-imagine the 9-1-1 Emergency Call Center.
 - i) Examine 9-1-1 Emergency as it relates to the [Crisis Assistance Helping Out On The Streets \(CAHOOTS\)](#) program in Oregon.
 - ii) Work with dispatch to better understand which calls require Care7 and which ones do not.
 - iii) Provide extensive training for dispatchers.
 - iv) Conduct a diversity audit of the 9-1-1 Emergency Call Center.

2. AMENDING THE CITIZENS REVIEW PANEL

- a. Rename the Citizens Review Panel to "Resident" or "Community" review panel instead of "Citizen."
- b. Reform the Citizens Review Panel's independence, responsibilities, processes, and functions.
 - i) Include in the panel's role the reviews of Use of Force scenarios that occur outside of policy.
- c. Address the municipal code changes required to alter the Citizens Review Panel's appointment/selection process.
 - i) Change eligibility criteria to participate on panel to permit those with prior arrests and/or convictions to be eligible.
 - ii) Create an application process for membership on the review panel, instead of "by appointment."

3. REVIEWING COMPLAINT PROCESSES

- a. Notify the Human Relations Commission when complaints of discrimination are submitted against the police department, adding another layer of accountability and oversight.

4. CREATING A SEPARATE OFFICE FOR INDEPENDENT INVESTIGATIONS

- a. Establish a civilian-based investigative body (with a public spokesperson) for Use of Force violations/complaints that conducts investigations concurrently with investigations being reviewed by other jurisdictions.
- b. Issue press releases proactively as soon as Use of Force appears potentially actionable; routinely update and/or conduct press conferences.

5. EXPLORING LAWS AND ACCOUNTABILITY

- a. Examine the federal and state laws that inhibit/prohibit/minimize accountability measures in favor of protecting officers.
- b. Join ranks with regional/state/city leaders to lobby legislature for needed changes at State and Federal levels.

- c. Conduct review of union contracts (Memorandum of Understanding, MOU) and enabling legislation.
 - i) Seek ways to limit union political activism.
 - ii) Ensure that the Tempe Officers Association (TOA) is not used to protect bad cops through the renegotiation of the TOA's contract.
 - d. Have the City Council advise the City's legal team to not use qualified immunity as a defense in any police brutality cases currently pending or in the future.
- 6. ESTABLISHING A FAMILY AND VICTIM'S BILL OF RIGHTS**
- a. Include a family liaison and an advocate to follow investigations.
 - b. Utilize data and transparency to create the Bill of Rights.
 - c. The number and type of advocates is still to be determined.
 - d. Provide families access to body worn camera footage and reports immediately, but no later than 48 hours, after officer involved shootings.
 - e. Separate the family liaison role from the police department.
- 7. ALLOCATING PUBLIC RESOURCES FOR TRANSFORMATION**
- a. Create a reinvestment roundtable that is community-led and owned.
 - b. Establish a participatory budget process specifically designed for Tempe Police Department.
 - c. Develop a settlement fund and a fund for victims of police brutality integrated into the Tempe police department's budget, ensuring that the department is held financially responsible and incurs consequence for violent actions.
- 8. ASSIGNING A COUNCIL COMMITTEE OF THE WHOLE**
- a. Review all internal policies and accountability measures, including consistent enforcement and follow through, to ensure direct involvement of the City Council.

Human and Social Services Pillar

- 1. SHIFTING SERVICES FROM POLICE TO SOCIAL SERVICE PROFESSIONALS**
- a. Create a Tempe Advocacy Center.
 - i) Invest in and create a Tempe Community Advocates Program (TAC Program) to work with community members.
 - b. Expand and increase funding for [CARE 7](#).
 - i) Ensure CARE 7 works independently of the Police Department.
 - ii) Include revamped education and training for CARE 7 personnel.
 - c. Leverage our robust crisis system to provide for safety.
 - i) Emphasize the marketing and education of the non-emergency and mental health crisis numbers
 - d. Organize safe spaces for the homeless population that includes opportunities for education and training to help individuals pursue employment and housing.
- 2. CREATING A RESPONSE MODEL SAFE FOR RESPONDERS WHILE REDUCING THE USE OF FORCE**
- a. Explore the [CAHOOTS & White Board Clinic](#) models of completely independent entities.

- b. Allow paramedics and mental health responders to provide medication in the field, allowing for:
 - i) Chemical restraints rather than physical restraints;
 - ii) Weapons to be deployed last, not first, and only if there is a life in danger; weapons ideally would not be deployed at all when there are appropriate responders in the field; and,
 - iii) The right people at the call so that the police are not present in the field.

Data and Transparency Pillar

1. IMPROVING DATA INFRASTRUCTURE

- a. Develop a robust data collection system for the Police Department, allowing for accurate reports to create policies/process and build community trust.
 - i) Include disaggregated data:
 - (1) Demographics, including gender and income;
 - (2) Black, Indigenous, People of Color (BIPOC); and,
 - (3) Geographically located data.
 - ii) Data on disparities in arrest rates between BIPOC and white people;
 - iii) Arrest and Release data;
 - iv) Data on citations and arrests; and,
 - v) Data on police stops.
- b. Implement an electronic system to collect data.
- c. Issue RFP for data analytics to inform policing policy, with public and frequent reporting of data.

2. CREATING TRANSPARENT AND OPEN DATA GOVERNANCE

- a. Define the operational and public safety data that is needed for transparency.
- b. Provide transparency on the way decisions are made as well as what data is made public; develop a process to ensure that it is the data people are requesting and needing.
- c. Establish a task force that creates a partnership between the city and community which uses data to inform the types of resources needed for calls similar with Durham, NC.
- d. Publish data in real time and for independent analysis.
 - i) Establish a frequency requirement to review and update data accordingly.
- a. Integrate and coordinate data to prevent the use of police involvement wherever possible and to benefit departments like Human Services.

3. ESTABLISHING MEANINGFUL PERFORMANCE MEASURES

- a. Gather, track, and report key performance indicators and include key stakeholders in the performance measure creation process.

Community Engagement Pillar

1. CREATING COMMUNITY CONNECTIONS AND REPRESENTATION

- a. Establish a Community Liaison position between Public Safety and the City Manager's Office.
 - i) Include community in the selection process.

- ii) Have position report to City Manager.
- b. Launch a plan to build relationships between the community and line level officers.
- c. Engage with vulnerable populations to create a diverse and engaged community, spearheaded by underrepresented individuals, to increase representation at all levels of the implementation process.
- d. Engage the communities most impacted by current policies and practices in defining what is "safety."
- e. Educate students and community on the role of police (based on best practices).
- f. Avoid minor citations, such as violations for mid-block crossing and public urination, involving vulnerable populations without accompanying education and/or resources for complainant and the vulnerable individual.

2. EXPANDING OUR COLLABORATION WITH COMMUNITY PARTNERS

- a. Leverage community expertise and ability to provide services and invest in data tracking. Not all services have to be provided by the City.
- b. Provide more education on alternative contact points to reach out for assistance. (Beyond 9-1-1 Emergency)

Workforce Culture & Wellness Pillar

1. RECRUITING AND DEVELOPING AN INCLUSIVE AND ENGAGED WORKFORCE

- a. Re-envision how we hire for diversity, re-thinking roles and jobs.
- b. Establish grassroots strategies and collaborations (i.e. National Association for the Advancement of Colored People (NAACP), Black, Indigenous, and People of Color (BIPOC) for diverse and inclusive officer recruitment.
- c. Develop a more diverse workforce that includes language fluency, cultural competency, and demographic representation.
 - i) Gather and analyze data on workforce demographics (diversity, gender, cultural make-up)
- d. Change culture through training and education to incorporate strategic resources, values and standards.
- e. Create officer training to build confidence in non-lethal means to prevent officers' escalating levels of force.
- f. Transform the hiring process by incorporating racial equity standards. Utilize firms, diverse stakeholders and best practices that promote equity in hiring.
- g. Radically change hiring, via independent hiring committees, that includes community members.
- h. Suspend hiring until the material items/changes set forth by the Public Safety Advisory Task Force Strategic Recommendations are implemented in the Police Department, especially considering Arizona Legislature House Bills [2310](#) and 2440.
- i. Pause hiring and recruitment until a culture shift has taken place. Identify who will determine how the culture is changed and who needs to be involved in that work.
- j. Provide for conversation and planning with stakeholders, as required and demanded, to scrutinize whether culture has shifted in the department's hiring practices.

- k. Acknowledge that racism and implicit bias exists in the department and is practiced by officers.
 - i) Reform Tempe policies and procedures that enforce a no tolerance policy around demonstrated racism.
 - ii) Reviews officers' performance quarterly for their arrest and citation rates to determine if there are racial disparities.

2. SUPPORTING MENTAL HEALTH AND WELLNESS

- a. Adopt an "Officer Craig Tiger Act" for providing counseling sessions and allowing for leave for first responders after experiencing a traumatic event on the job.
- b. Prioritize personnel's physical and mental wellness by:
 - i) Requiring ongoing physical fitness and flexibility standards, testing, and evaluation to metrics; conduct annually at minimum.
 - ii) Tracking officer behavior with mental health metrics, more often than annually.
 - iii) Conducting post-incident evaluations.
 - iv) Removing officers and personnel from duty after injury, traumatic or fatality events in order to conduct a mental health evaluation. Provide more stringent evaluations than current practices.
 - v) Creating a more holistic mental health approach surrounding the officer, to include understanding the officer's family and work issues.
 - vi) Shifting to a healing justice framework that addresses root causes for mental health support and wellness; healing and support to be available for chronic, ongoing and high stress moments.
 - vii) Incorporating supports into the job in a proactive way to address stigma;
 - viii) Doing deep work to address the trauma of day-to-day job duties.
 - ix) Including Post-Traumatic Stress Disorder (PTSD) and personal instances of domestic violence in the job performance evaluation tools, especially if personnel have been involved in incidents involving death.
- c. Conduct quarterly performance evaluations that:
 - i) Include assessments of officer's mental health, especially after a traumatic incident on the force;
 - ii) Analyzes key, high-stress dispatches;
 - iii) Includes other records (i.e. involvement in a domestic violence situation at their home) that demonstrate an inability to remain on the force.
 - iv) Are conducted by an independent evaluator from the Independent Investigation Office.
- d. Provide space to review both mental health policies and support resources.
 - i) Address concerns about mental health agencies and the mental health assessments (i.e. Fit for Duty) that are being utilized.
 - ii) Untie psychologists' hands for the treatments that can be provided in relation to employment law, criminal investigations, and employment standing.
 - (1) Review procurement process, scope of work and deliverables to ensure maximum treatment effectiveness and flexibility.

- e. Educate the community and police officers about what happens psychologically to an officer who witnesses traumatic events during calls and are expected to leave that scene and go to another call for service.
- f. Explore having non-punitive sabbaticals for trauma events.
- g. Create transparency and flexibility in the mental health treatment of officers when contracting for mental health services, especially in relationship to what treatment options are allowed in response to trauma and brain injury.

3. MODERNIZING DISCIPLINE AND ACCOUNTABILITY

- a. Reframe discipline and assessment, informed by data.
 - i) Evaluate and reform to ensure accountability in progressive discipline process, including previous cases.
- b. Include protocols about what situational determinants merit what level of force; build more protocols for less lethal deployment of munitions.
- c. Remove “reasonable belief” from “Use of Force Policy.”
- d. Make excessive “Use of Force” grounds for immediate termination without pension or pay.
- e. Create a better process so that there are no loopholes to avoid accountability; ensure there is a result and action taken when officers are reprimanded through the Independent Office of Investigation.
- f. Make officers’ disciplinary and misconduct records public record; prohibit the ability to purge or seal officers’ records.
- g. Release an officer’s badge number and police records following officer involved shootings.
- h. Retrain police officers in “Use of Force.”
- i. Capture disciplinary data; look at it over time; and, have it available to reference for patterns of negative behavior to inform future employment with other jurisdictions.
- j. Root out and deconstruct white supremacy culture within the police force through policy, procedures, and training.
- k. Audit the police department to ensure that there are no memberships/associations with white supremacist and insurrectionist organizations.