

Welcome.

# Community Safety Strategic Plan

Public Safety Advisory Taskforce

November 2, 2021

Meeting is being recorded.



**Tempe**

Making waves in the desert

# Welcome



**Corey Woods**  
Mayor

**Rosa Inchausti**  
Deputy City Manager

# Sue Ringler

1956 - 2021

**The purpose of life is not to be happy.**

**It is to be useful,  
to be honorable,  
to be compassionate,  
to have it make some  
difference that you have lived  
and lived well.**

- Ralph Waldo Emerson



# Agenda Overview

## 1. Public Safety Advisory Task Force

- One-year anniversary

## 2. Community Safety Strategic Plan - 6 Pillars

- Key Updates

Police Model and Accountability

Human and Social Services

Data and Transparency

Community Engagement

Workforce Culture and Wellness

Environmental Design for Safety

## 3. Discussion

## 4. Next Steps





# PUBLIC SAFETY ADVISORY TASK FORCE

- **Initiated by Mayor Woods**  
October 13, 2020
- **Concluded**  
June 9, 2021
- **Recommendations**
  - 5 Pillars
  - 18 Strategic Directions
- **Cadence of Communication**
  - November 2, 2021
  - April 2022

March 2021

## Police Model and Accountability Pillar

1. RESTRUCTURING PUBLIC SAFETY ROLES AND CALLS FOR SERVICE
2. AMENDING THE CITIZENS REVIEW PANEL
3. REVIEWING COMPLAINT PROCESSES
4. CREATING A SEPARATE OFFICE FOR INDEPENDENT INVESTIGATIONS
5. EXPLORING LAWS AND ACCOUNTABILITY
6. ESTABLISHING A FAMILY AND VICTIM'S BILL OF RIGHTS
7. ALLOCATING PUBLIC RESOURCES FOR TRANSFORMATION
8. ASSIGNING A COUNCIL COMMITTEE OF THE WHOLE

## Human and Social Services Pillar

1. SHIFTING SERVICES FROM POLICE TO SOCIAL SERVICE PROFESSIONALS
2. CREATING A RESPONSE MODEL SAFE FOR RESPONDERS WHILE REDUCING THE USE OF FORCE

## Data and Transparency Pillar

1. IMPROVING DATA INFRASTRUCTURE
2. CREATING TRANSPARENT AND OPEN DATA GOVERNANCE
3. ESTABLISHING MEANINGFUL PERFORMANCE MEASURES

## Community Engagement Pillar

1. CREATING COMMUNITY CONNECTIONS AND REPRESENTATION
2. EXPANDING OUR COLLABORATION WITH COMMUNITY PARTNERS

## Workforce Culture & Wellness Pillar

1. RECRUITING AND DEVELOPING AN INCLUSIVE AND ENGAGED WORKFORCE
2. SUPPORTING MENTAL HEALTH AND WELLNESS
3. MODERNIZING DISCIPLINE AND ACCOUNTABILITY

# Oversight and Implementation



## Community Safety Steering Committee and Departments Represented

**Andrew Ching**  
City Manager

**Rosa Inchausti**  
Deputy City Manager

**Jeff Glover**  
Chief of Police

**Greg Ruiz**  
Chief, Tempe Fire Medical  
Rescue

**Judi Baumann**  
City Attorney's Office

**Mark Wittenburg**  
CIO, Information Technology

**Alexis Allen**  
Tempe City Court

**Mike Pooley**  
Police Department

**Rob Ferraro**  
Tempe Officer's Association

**Wydale K. Holmes**  
Strategic Management and Diversity

**Naomi Farrell**  
Director, Human Services

**Kris Sharlau**  
Human Services/CARE7

**Keith Burke**  
Director, Community Services

**Nikki Ripley**  
Communication Media Relations

**Sauna Warner**  
Neighborhood Services

**Keely Varvel Hartsell**  
Mayor/Council

**Brianne Fisher**  
Mayor/Council

# Intersectionality



# Pillar: Police Model and Accountability



## Strategic Direction: Restructuring Public Safety Roles and Calls for Service

### Tempe 9-1-1 COHORT



**Amy Pedotto**  
Executive Director

**Dave Wells, Ph.D.**  
Research Director



**Ashley Oddo,**  
J.D.  
Director

**Ben McJunkin,**  
J.D.  
Assoc. Deputy  
Director

**Erik Luna,**  
J.D.  
Faculty Director



**Luis Alberto Fernandez, PhD**  
Chair, Criminology & Criminal Justice

**City Manager's  
Office**

**Police  
Department**

**Strategic  
Management  
and Diversity  
Office**

**Human  
Services,  
TCC, CARE7**

**Tempe Court**



### Purpose

To advance Tempe's implementation of an alternative 911 emergency response.

### Outcomes

1. Reduce reliance on traditional law enforcement and medical 911 responses; and,
2. Create (more) equitable outcomes for residents and BIPOC communities, and others disproportionately impacted by the criminal justice system

### Strategy

Divert 911 calls to unarmed trained professionals equipped to offer connection to supportive services such as mental and behavioral health, crisis, substance use, and other forms of support

### Guiding Principles

Data-informed  
Equity and Inclusion  
Workforce Engagement

### Memorandum of Understanding

Data-Sharing  
Confidentiality



# Pillar: Police Model and Accountability



## Strategic Direction: Restructuring Public Safety Roles and Calls for Service

### Chief Glover's Vision

#### 3 Cs

##### 1. Community Policing

- Evidence-based strategy - "neighborhood policing"
- Principles of Problem - Oriented Policing (POP)

##### 2. Community Engagement

- Building strong community alliances
- Trust and legitimacy

##### 3. Collaborative Leadership

- Internal leadership alignment
- Good information and good intentions
- Authentic strategies
- Shared organization and community goals
- Accountable to those we serve

### Training and Staffing Assessment

- "Right size" department
  - Community policing
  - Expansion of non-badged resources
- Identified calls for service with likelihood of response by non-badged police staff
- Recommendation to increase services and number of aides in our community

### Results

- Focus our efforts on building relationships by increasing positive community contacts
- Further adopt the tenants of Community Oriented Policing
- Reduce response times to emergency crimes in progress
- Increase and enhance specialized training in mental health and de-escalation techniques
- Increase employee mental and physical wellness training and awareness



## Strategic Direction: Establishing a Family and Victim's Bill of Rights

### Family and Victims Bill of Rights

- **Arizona Constitution:** Mandates rights for victims
- **Tempe:** Focusing on amendments at local level for victims
  - **Researching to Expand definition of victim**
    - Seattle, Eugene, Olympia, New York City, Philadelphia, Denver, Berkeley, Los Angeles and Lane County
  - **Reviewing**
    - Case law, legal challenges and practical impediments  
California has faced related to amendment



## Strategic Direction: Restructuring Public Safety Roles and Calls for Service

### Solari and Mental Health

#### Collaborative effort

- Engage and leverage community behavioral health partner (Solari)
- “Right person on the right call” beginning at 9-1-1 call

#### Built on proven track record

- Call taker training
- Warm handoffs
- Mobile team response

### Goal:

#### Fully integrate CARE7 response mobile team

- **Data sharing**
  - Prevent future crises: “member focused”
- **Q4 2021 Training**
  - Mental Health squad, community providers, Human Services
  - Call diversion begins
- **Q1-Q2 2022**
  - Human Service/CARE7 integration
  - Onboarding w/ AHCCCS/EHR

# Pillar: Human and Social Services



**Strategic Direction:  
Shifting Services  
from Police to  
Social Service  
Professionals**

**Expand and  
increase  
funding  
for CARE 7.**

## FY 21/22 Requested \$1,719,228

Supplemental Request Submitted REVISED based on WSS		
Full and Part-Time Positions (one position per line)		
FTE	Position (use HR job titles)	Total
1.00	HOPE Coordinator	\$83,217
2.00	Homeless Outreach Specialist	\$134,502
3.00	CARE 7 Crisis Intervention Specialist	\$243,751
1.00	Comm Svcs Supervisor (Parks)	\$100,813
1.00	Public Information Officer	\$94,320
		<b>\$657,203</b>
Temporary (Wage) Positions		
Hourly Rate	# of Annual Hours	Total
\$18.94	1014 (19.5 hrs/week Admin Asst)	\$20,671
\$26.16	4160 (2- 40 hrs/week Crisis Intervention Spec.)	\$157,938
\$20.55	4160 (2- 40 hrs/week Homeless Outreach Spec.)	\$129,940
		<b>\$308,549</b>
Section B: Base Budget		
Supplies, Services and Travel (Accounts 6201-7405)		
Account	Description	Total
several	HOPE Operating Budget	\$11,080
several	HOPE one-time	\$9,600
several	CARE 7 Operating Budget	\$13,480
several	CARE 7 one-time	\$9,550
several	CS Parks Operating Budget	\$127,720
several	CS Parks one-time	\$2,470
7018	Media Relations Operating Budget	\$42,100
7518	Media Relations computer, cell phone, tablet	\$4,000
6672	Police - G4S Security (unarmed)	\$360,956
		<b>\$581,156</b>
Capital Outlay (Accounts 7501-7524)		
Account	Description	Total
7508	HOPE vehicle	\$35,000
7508	CARE 7 vehicles/police radios	\$53,000
7508	CS Parks Vehicle	\$37,000
6672	Police Vehicle for G4S security	\$47,320
		<b>\$172,320</b>

## FY 21/22 Funded \$1,310,383

Supplemental Funds 2022 AWARDED		
Full and Part-Time Positions (one position per line)		
FTE	Position (use HR job titles)	Total
1.00	HOPE Coordinator	\$83,216
2.00	CARE 7 Crisis Intervention Specialist	\$81,250
1.00	Comm Svcs Supervisor (Parks)	\$100,813
		<b>\$265,279</b>
Temporary (Wage) Positions		
Hourly Rate	# of Annual Hours	Total
\$18.94	1014 (19.5 hrs/week Admin Asst)	\$20,671
\$26.16	2080 (1-40 hrs/week Crisis Intervention Spec.)	\$78,976
\$20.55	4160 (2- 40 hrs/week Homeless Outreach Spec.)	\$125,244
\$31.64	2080 (1-40 hrs/week Public Information Officer)	\$32,646
		<b>\$317,538</b>
Section B: Base Budget		
Supplies, Services and Travel (Accounts 6201-7405)		
Account	Description	Total
several	HOPE Operating Budget	\$8,710
several	HOPE one-time	\$7,350
several	CARE 7 Operating Budget	\$8,140
several	CARE 7 one-time	\$4,900
several	CS Parks Operating Budget	\$40,361
several	CS Parks one-time	\$89,829
7018	Media Relations Operating Budget	\$40,000
7518	Media Relations computer, cell phone, tablet	\$4,000
6672	Police - G4S Security (unarmed)	\$408,276
		<b>\$611,566</b>
Capital Outlay (Accounts 7501-7524)		
Account	Description	Total
7508	HOPE vehicle	\$35,000
7508	CARE 7 vehicles/police radios	\$44,000
7508	CS Parks Vehicle	\$37,000
		<b>\$116,000</b>



## Strategic Direction: Shifting Services from Police to Social Service Professionals

### Family Advocacy Center

**Goal:** Jan 2022 grand opening

#### Human Services Department – CARE 7

- 1 Victim Advocate Supervisor
- 5 Victim Advocates
- 1 Trauma Therapist
- 1 Trauma Healer

#### Tempe Police Department

- 1 Special Victims Unit Sergeant
- 6 Special Victims Detectives

#### ASU Police Department

- 1 Special Victims Detective
- 1 Victim Advocate

#### Services

- Forensic examinations
- Victim Interviews
- Advocacy and Victim Rights
- Counseling
- Family support services, food and clothing
- Trauma Healing programs and services
- Training Facilities

# Pillar: Human and Social Services



## Strategic Direction:

- Creating a Response Model Safe for Responders while Reducing the Use of Force

Explore the  
CAHOOTS &  
White Bird Clinic  
models of  
completely  
independent  
entities

CORE SERVICES PROVIDED	CAHOOTS	Tempe's CARE 7	Tempe's HOPE
Crisis Counseling	✓	✓	
Suicide Prevention, Assessment, and Intervention	✓	✓	
Conflict Resolution and Mediation	✓	✓	✓
Grief and Loss	✓	✓	
Substance Abuse	✓	✓	
Housing Crisis	✓	✓	✓
First Aid and Non-Emergency Medical Care	✓	✓	
Resource Connection and Referrals	✓	✓	✓
Transportation to Services	✓	✓	✓





## Strategic Direction: Improving Data Structure

**Phase I:  
Request for Proposal**  
July 2021 – February 2022

- **Technology Assessment and Development of Data plan for Public Safety**
- **Identify data and policy gaps**
- **Recommend architecture**



**Phase II:  
Budget and Build**  
July 2022 – June 2023

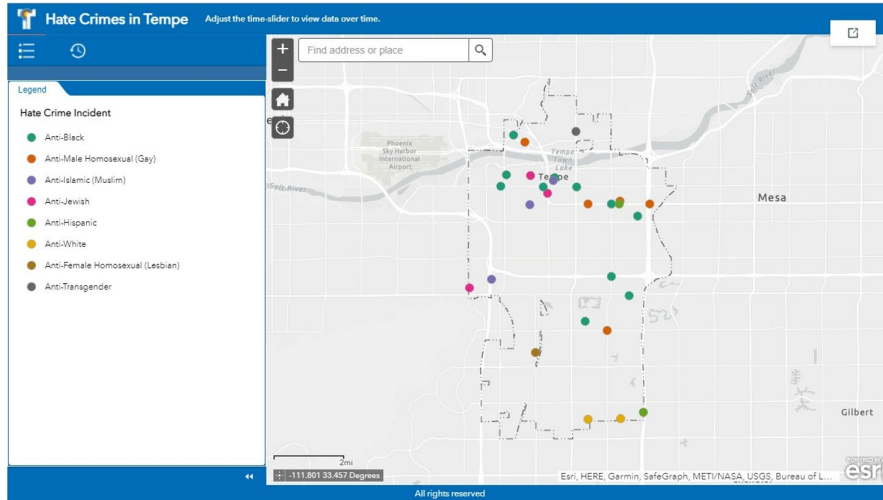
- **Build scalable data platform**
- **Close data and policy gap**
- **Publish data**

# Pillar: Data and Transparency



## Strategic Direction: Improving Data Structure

### Dashboard: Hate Crimes in Tempe



# Pillar: Community Engagement



## Strategic Direction: Restructuring Public Safety Roles and Calls for Service

### Police Chief's Office of Community Policing

- Collaborate with the Human Services Department and other service providers
- Align Tempe's internal collaborative problem-solving partners
- Provide wrap around services alongside community partners
- Analytical data-driven approach
- Resident and business engagements
- Tailored response making decisions

# Pillar: Community Engagement



## Webpage

- **Centralized Information**
    - Meetings, Videos, Reports
  - **Strategic Plan Progress**
  - **Intersecting Initiatives**
    - Equity in Action
    - The Right to Breathe
    - Police Chief's Advisory Groups
    - Community Partnerships
  - **Community Safety Timeline**
- ❖ **Input is invited and welcomed**

### Community Safety Plan

A community based, employee involved initiative to plan the future of trusted policing and innovative response in the City of Tempe

Tempe has built a comprehensive Community Safety Strategic Plan to increase trust between the Police Department and the community it serves. The plan is centered around public safety reform measures suggested by community members.

The recommendations were made by the Tempe Public Safety Advisory Task Force, a group of 22 community members appointed by Mayor Corey Woods, who met between October 2020 and June 2022. The group continues to convene.

Staff members from the City Manager's Office, Strategic Management and Diversity Office, Human Services Department, Police Department and Fire/Medical Bureau are working together to execute the plan over time. Progress will be reported via a public dashboard.

Staff will continue to collaborate with task force members and seek expert assistance with researching and analyzing some of the Community Safety plan strategies.

Tempe Police Chief Jeff Clover has formed external and internal advisory groups to maintain open dialogue with stakeholders.

Alongside this initiative, Tempe is advancing equity related programs. These include [Safer2025](#) [Safer2025](#) [Safer2025](#), which aims to foster greater community engagement in the city's decision-making process, as well as [The Right to Breathe](#) initiative, which encourages collaboration among city departments and identifies ways to increase opportunities to proactively reach vulnerable youth in Tempe.

#### Community Safety-related meetings and events

EVENT	DATE/TIME
<a href="#">Public Safety Advisory Task Force</a>	10/20/20 4:30 PM - 5:30 PM
<a href="#">The Right to Breathe Advisory Group</a>	10/20/22 12:00 PM - 1:00 PM

#### Community Safety News

Archived News

- Tempe City Council unanimously agrees to proceed in renaming some parks, streets to address historic ties to discriminatory group  
10/26/2021 03:00:00 AM [about](#)
- Java with Joel - Policing and ASU de-escalation training  
10/22/2021 04:45:00 PM [about](#)
- Smart Salary Negotiation classes available in November  
10/18/2021 03:30:00 PM [about](#)
- Tempe releases hate crime story map to track harmful acts, encourage reporting  
10/18/2021 09:00:00 AM [about](#)
- Tempe to consider renaming some parks, streets to address historic ties to discriminatory group  
10/15/2021 4:10:00 PM [about](#)

tempe.gov/CommunitySafety

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# Pillar: Community Engagement



## Designing Community Safety for a Modern City: Tempe Takes the Lead

The City of Tempe is turning community recommendations into action with open strategies and transparent progress on an array of public safety reform measures in a comprehensive Community Safety Strategic Plan. Inspired by recommendations from the [Public Safety Advisory Task Force](#) led by Mayor Corey Woods, Tempe's Community Safety Strategic Plan builds on six thematic pillars linking strategic directions, strategies, actions and data to increase trust between the Police Department and the community. The plan focuses on policies, hiring, use of technologies, training, and how the city engages with people who are black, Indigenous and people of color, and those with mental health challenges.

The legend below explains the various status indicators using a color-coding system.

- **Status Pending:** Indicates initiative for which an update has not yet been provided.
- **On Track:** Indicates initiative is on track and expected to be completed on time.
- **Some Disruption:** Indicates a minor block in the initiative that may jeopardize the on-time completion or outcome.
- **Major Disruption:** Indicates a major roadblock in the project that will impact the on-time completion or outcome.
- **Completed:** Indicates completed initiatives.
- **Upcoming:** Indicates upcoming initiatives set to begin at a future date.

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

# Pillar: Community Engagement



Example

## Restructuring Public Safety Roles and Calls for Service



Strategic Directions	Progress	Status
Determine badged and unbadged roles in public safety, to build relationships, modify operational and cultural models, and utilize industry "best practices."		
Create an unarmed unit that responds to non-violent crimes and situations.		
Re-imagine the 9-1-1 emergency call center.		Status Pending





## Strategic Direction: Supporting Mental Health and Wellness

### Wellness Coordinator

- Primary oversight:  
**Craig Tiger Act**
- Develop, implement, manage and measure wellness programs
- **All** Police Department **employees** (sworn and civilian)

### Programs

- Education & prevention
- Resources, and services
  - Mental health, family, health, and financial support
- Department's Critical Incident Stress Management response
- Peer Support Team
- Referring employees to resources
- Coordinating with Human Resources, providers and other agencies

### Next Step:

- Duplicate Craig Tiger Act for unsworn personnel



## Strategic Direction: Supporting Mental Health and Wellness

### New De-escalation Training

- Started early 2021
- Three Pillars –
  1. Wellness
  2. Operations
  3. Emotional Intelligence
- 100% completed training
- New officer – ongoing

### ASU Research Findings

- Positive results about those trained
- Higher likelihood to use:
  - “Time”
  - “Less force”, and;
  - “Prioritization to de-escalate”

# Pillar: Environmental Design for Safety



## Strategic Direction: Crime Prevention Through Environmental Design

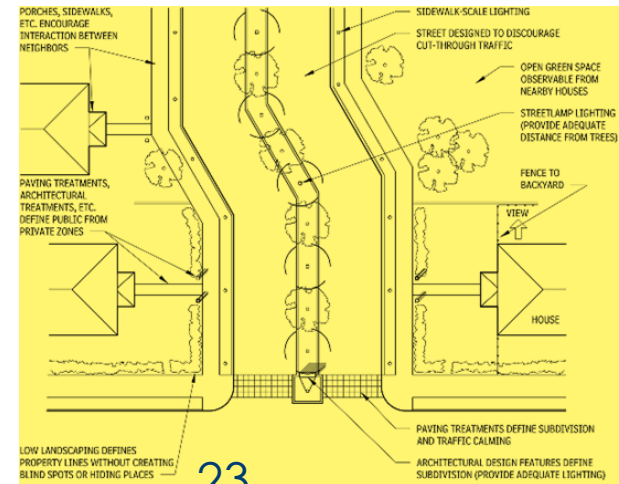
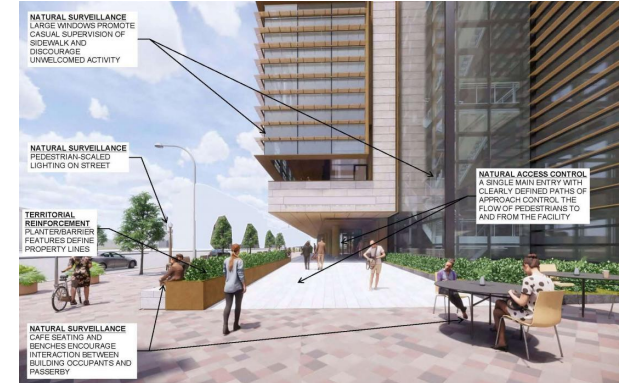
C.P.T.E.D. (pronounced as "Sep-ted")

### PRINCIPLE

Proper design and effective use of buildings and public spaces in neighborhoods can lead to a reduction in the fear and incidence of crime, and an improvement in the quality of life.

### KEY CONCEPTS

- 1. NATURAL SURVEILLANCE** –Landscaping and Lighting
  - Intruders and offenders are easily viewable
  - Placing physical features, activities and people in ways to maximize visibility
- 2. TERRITORIAL REINFORCEMENT** – Landscaping, pavement designs, signage and fences
  - Creates and extends the property's sphere of influence, which is the perception that someone is in control of the area.
  - Distinguishes private space from public space
- 3. NATURAL ACCESS CONTROL** –Entrances, exits, fencing, landscaping and lighting
  - Directs foot and motor vehicle traffic
  - Denies access to potential targets, increasing the perception of risk to the offender.
- 4. TARGET HARDENING** –Locks, door and window types, security alarms
  - Enhances physical security of crime target



# Next Steps

- **Public Safety Advisory Task Force**
  - April 2022
- **Mayor and City Council**
  - City Council Weekly Information Packet

## Contact:

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**Tempe**

Making waves in the desert