

TULSA COMMISSION ON COMMUNITY POLICING

Group 1

Building Trust and Legitimacy

As stated in the Department of Justice's Final Report of the President's Task Force on 21st Century Policing, "Building Trust & Legitimacy" is the first pillar in the philosophy of Community Policing.

Integrating officers into the daily lives of Tulsa citizens and providing transparency through accurate and timely communication of information create the kind of accountability that TPD *and* the Tulsa public need for this trust to grow.

Tulsa has its particular history to contend with in addition to recent national headlines involving the Tulsa Police Department. It is imperative that TPD and the City of Tulsa continue to evolve and improve their interaction and communication with the citizenry to overcome these obstacles and nurture a culture in which officers and citizens are both treated with respect.

After reviewing the Actions & Recommendations in the Report, Group 1 came up with the following list to instill Trust and Legitimacy between TPD and the Tulsa Community it serves. Some of the items in the Report had overlap or were redundant, so we distilled our plan into the following nine items for TPD and COT.

1. TPD is guided by a guardian philosophy in its policing, consistent with the Final Report of the Task Force on 21st Century Policing recommendation.

Group 1 discussed some of the things that TPD is doing right, and that the Guardian Police Officer should be seen as having the best intentions for citizens. Some ways that TPD can continue to add to this Guardian Culture are:

- Creating More Safe & Secure Environments Throughout Tulsa
- Providing Further Transparency
- Creating Novel Ways to Engage the Community
- Working Harder on Procedural Justice Principles In Training & In Practice
- Wearing Body Cameras

“In a republic that honors the core of democracy — the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.”

Plato

Retired Sheriff Sue Rahr, King Co., WA

From a column she wrote for the Seattle Times

“The soldier’s mission is that of a warrior: to conquer. The rules of engagement are decided before the battle. The police officer’s mission is that of a guardian: to protect.

“The rules of engagement evolve as the incident unfolds. Soldiers must follow orders. Police officers must make independent decisions. Soldiers come into communities as an outside, occupying force. Guardians are members of the community, protecting from within.

“This is not a simple distinction because the role of a police officer is not one-dimensional. There are times when the guardian officer must fight fierce battles, as a warrior, without hesitation or apology. So our guardians must also possess the skills of a warrior. The challenge of training new police recruits is to equip them with the judgment and confidence to properly balance both roles, rather than simply follow orders.”

2. TPD has, and will continue to, acknowledge the historical role of policing in shaping community perceptions about the work of the police. For example, Chief Jordan issued a public apology in 2012 related to TPD's role in the 1921 Tulsa Race Riot.

This should include a list of initiatives that show how TPD is working to change perceptions among groups in addition to African Americans and Latinos...What is being done to change the mindset of Youth, Homeless, Relatives of Mental Health Patients, Other Minorities (Middle Easterners, Muslims), Those Disaffected by Government, etc. How will TPD respond to the next phase of the Terence Crutcher shooting case?

It was suggested that TPD also use resources through the COPS office that measure the extent to which community policing has been implemented.

The Community Policing Self-Assessment Tool (CP-SAT) is a web-based agency-wide survey that helps law enforcement agencies (LEA) measure their progress in implementing community policing. The CP-SAT confidentially captures information about community partnerships, problem solving, and organizational impact.

3. TPD will engage with the 1921 Tulsa Race Riot Centennial Commission to tell the story of the evolution of the Tulsa Police Department from the time of the Riot to the present.

We are working to pull together a timeline that illustrates TPD's evolution from the 1921 Tulsa Race Riot to present day. We have reached out to Capt. Tipler and Sgt. Muelenberg for resources.

We suggest creating snapshots of different events and achievements that have brought recognition to the African American community in Tulsa since the Riot. These could include:

- Number of black officers on the force today vs. 1921
- Historic advancement in the ranks
- Development of relationships in the community
- John Hope Franklin Reconciliation Park
- Continued Economic Development in Greenwood District and District 1

What have we done since the Chief made the public apology in 2013?

Current COT Actions

- African American Affairs Commission
- 2021 Tulsa Race Riot Centennial

What will TPD's role be?

What will other COT Departments roles' be?

What data-driven goals can be created to evaluate in 2021?

How should Tulsa prepare for visitors during the Centennial Events?

4. TPD will work to better integrate its officers into the community. Specifically, TPD will endeavor to provide its officers with information about community resources to share with the citizens with whom they come into contact (i.e. flyers, pamphlets, etc. that list COT agencies and contacts). In addition, TPD will engage with citizens on community events, as appropriate.

This effort includes having officers build on new and existing partnerships with the following segments of Tulsa:



Discuss how having this overall city system work well helps in the effort to provide safety and reduce non-emergency calls for service. Develop a list of local partners to work with and policies that encourage COT inter-departmental cooperation.

5. TPD will increase officer visibility (i.e., by increasing the frequency of neighborhood drive-throughs), as its workforce allows, so as to build trust.



Photo Tulsa World

Discuss needing the funds to continue building trust and legitimacy by integrating more officers into the Tulsa community. Use Ofc. Popsey Floyd as case study.

6. TPD will work to engage more citizens in developing and understanding crime-fighting strategies (i.e., consensus-building around crime fighting).

The group discussed myriad ways to include the Tulsa community through meetings and actions. Truly listening to the citizenry, letting them know that government has heard them, and responding appropriately and openly is one of the best ways to earn trust and legitimacy.

Organize regular Town Hall style meetings with a moderator, area police officers, and city employees that are open to the public. This will encourage civic discourse and opportunities for problem solving and citizen participation. Meetings should include a set agenda, a speaker that presents on topics of public safety and crime fighting, and an open forum space where citizens can fill out forms with questions, comments, and complaints. Create a Community Policing Calendar.



Photo KOTV

7. TPD will continue to conduct surveys that measure citizen trust of the police, with a view toward collecting more district-centric data that highlight perceptions in particular communities and areas of the City. Consideration will be given to collaborations with universities with expertise in surveys and sampling.

It was suggested that the city use one of the various surveys that gathers citizens' feedback and measures levels of procedural justice, empathy, and other aspects of police-public encounters that are important for building trust and enhancing organizational legitimacy.

Some surveys and statistical work has been done in the past with COT partnering with the University of Oklahoma. It is suggested that TPD revisit that relationship and also expand to include other area universities and colleges.

Prospects include:

- University of Tulsa
- Oklahoma State University
- Oral Roberts University
- Tulsa Community College
- ***Please add or take away from list***

Proposals for data sets to review and analyse should be created.

8. TPD will continue to work on the creation of a more diverse and inclusive workforce through enhanced outreach to, among others, Spanish-speaking communities in Texas and New Mexico and HBCUs (Historically Black Colleges and Universities).

Short Term Strategy

Designated travel to minority serving Criminal Justice Schools

- African American: University of Arkansas-Pine Bluff and Langston University
- Hispanic: New Mexico State University and University of Texas at El Paso

Long Term Strategy

Career and Relationship presentations to students in Tulsa Metro Elementary, Middle, and High Schools.

Nurturing and mentoring young prospects from the Tulsa Community ultimately allows for the building of strong and foundational relationships that create sustainable trust between TPD and Tulsans.

9. TPD will continue to innovate in terms of improving relations with immigrant communities through such practices as the increased use of translators and the addition of a separate, Spanish Language Question & Complaint Line.

The group agreed that a dedicated Spanish Language phone number should be made available to the Tulsa Community. Efforts are currently being made to educate Tulsans to know their Constitutional Rights, how TPD is following the law in regards to Federal Immigration, and how Tulsa is a “Compassionate City”. The following is a letter received by Ofc. Jesse Guardiola, Career Development & Hispanic Outreach, TPD:

Hello Jesse,

We received the Hispanic Empowerment document that you provided CAP Tulsa for distribution amongst our Hispanic families. In our English as a Second Language program participants have expressed a lot of questions and concerns over the last month and this information has been really beneficial to share with them. Rainey Talbot’s email indicated that you might be available to come address our parents. We would love to have you come speak a little more about individual’s rights, how they might handle different situations, and reiterate the Tulsa Police Department’s response to recent executive orders on immigration that was reported in the News 9 article.

Our students meet for class Mondays-Thursdays from 9:15-12:15, and I would like to use some of that time to invite you in to speak with them. Can you tell me if that is something you may be available to do and when might be some good dates for you to come?

Thank you,

Karissa Coltman Burnett
Lead Program Specialist
CAP Tulsa

Tulsa Police Department

Departmental Education

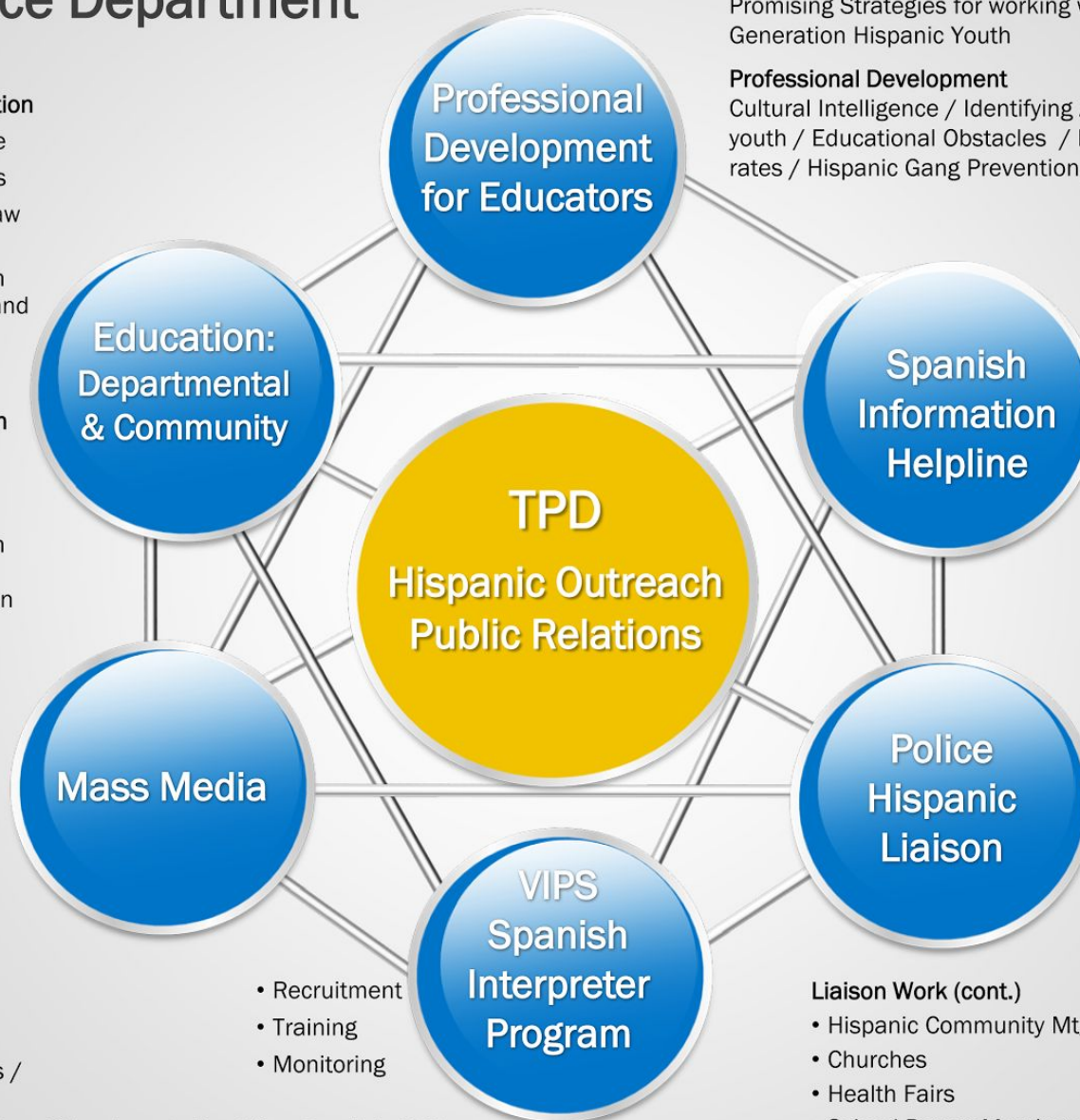
- Cultural Intelligence
- Outreach Strategies
- Survival Spanish Law Enforcement
- At-Risk Latino youth Gang preventions and school retention
- Recruitment

Community Education

- Police Cultural Competency Informative Q&A
- At-Risk Latino youth Gang preventions and school retention
- Hispanic Youth Mentoring

Media

- Weekly (ongoing) T.V. and Radio
- Spanish Crime stoppers
- Spanish PIO
- Crime Prevention Tips
- Public Service Announcements
- TPD Spanish Information Posters / pamphlets



Presentations for Parents & Mentors

Promising Strategies for working with 1st & 2nd Generation Hispanic Youth

Professional Development

Cultural Intelligence / Identifying At-Risk Latino youth / Educational Obstacles / Lowering drop out rates / Hispanic Gang Prevention / Mentoring

- Off. Guardiola
(918) 591 - 4506

Liaison Work

- Greater Tulsa Hispanic Affairs Commission (City Hall)
- Tulsa Area Hispanic Resource Center
- Mayors and Police Community Coalition (MPACC)
- Tulsa Regional Chamber Mosaic Diversity
- TPS / Union / Jenks schools Advisor
- U.S. Attorney Office
- D.M.C program
- Community Action Project

Liaison Work (cont.)

- Hispanic Community Mtgs
- Churches
- Health Fairs
- School Parent Meetings

Developed & Implemented by: Officer Guardiola 2017

Group 1 Members

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President's Task Force on 21st Century Policing

Mayo Baugher · DeVon Douglass · Major Julie Harris
Deputy Chief Dennis Larsen · Lauren Parkinson
Julia Westbrook



VISUAL GUIDE



RED = There are no policies in place and we need change

YELLOW = There are policies in place, but we could do better

GREEN = There are policies in place and we're doing great



2.1 RECOMMENDATION

Law enforcement should collaborate with the community to develop policies for areas excessively affected by crime.



2.2 RECOMMENDATION

Law enforcement agencies should have comprehensive policies on the use of force and these policies must be clear, concise and openly available for public.



2.3 RECOMMENDATION

Law enforcement agencies are encouraged to implement nonpunitive peer review of critical incidents, separate from criminal and administrative investigations.



2.4 RECOMMENDATION

Law enforcement agencies are encouraged to adopt procedures that implement scientifically supported practices that eliminate or minimize bias.



2.5 RECOMMENDATION

All agencies should report and make available the public census data of their department.



2.6 RECOMMENDATION

Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions, including stops, frisks, arrests, searches, etc.



2.7 RECOMMENDATION

Law enforcement agencies should create policies for policing mass demonstrations that are designed to minimize the appearance of a military operation.



2.8 RECOMMENDATION

Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.



2.9 RECOMMENDATION

Law enforcement agencies and municipalities should refrain from requiring officers to issue a predetermined number of tickets, citations, or arrests for simply generating revenue.



2.10 RECOMMENDATION

Officers should be required to explain to the individual their rights to refuse a search without probable cause or a warrant. Ideally, the officer should seek both verbal & written consent.



2.11 RECOMMENDATION

Officers should be required to identify themselves by their full name, rank, and command and provide that information in writing to individuals.

In addition, Officers need to state the reason for a stop/search if one is conducted.



2.12 RECOMMENDATION

Law enforcement agencies should establish search and seizure procedures for the LGBTQ and transgender community. Also cease using the possession of condoms as evidence of any criminal activity.



2.13 RECOMMENDATION

Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination.



2.14 & 2.15 RECOMMENDATIONS

2.14: The U.S. Department of Justice should provide technical assistance and incentive funding to small police agencies.



2.15: The U.S. Department of Justice should expand its National Decertification Index.

The President's Task Force on 21st Century Policing

Sections 2.1 – 2.15 Recommendations

2.1 Recommendation: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

2.2 Recommendation: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

**Although the policy information is publically available on the TPD website, we believe it should be a little more concise and should even include a one page Q&A that covers the most frequently asked questions.*

2.3 Recommendation: Law enforcement agencies are encouraged to implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations.

2.4 Recommendation: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminated or minimize presenter bias or influence.

** All officers every year have to repeat Biased Base Police Training and take and pass a test to demonstrate they understood the training. This annual in-service training pertaining to Biased Based Policing has been ongoing annually with testing, for all officers, for more than the last 10 years. The department is currently reviewing outside instruction Implicit Biased Training with the intention to provide that to all officers annually as we have done with Biased Base Policing.*

2.5 Recommendation: All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

2.6 Recommendation: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrest). This data should be disaggregated by school and non-school contacts.

2.7 Recommendation: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

2.8 Recommendation: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

**We suggest adopting semi-annual community meetings (formatted like Tulsa Talks) to help citizens questions and concerns be heard. Also establish more community advisory groups in various districts.*

2.9 Recommendation: Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrest, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

2.10 Recommendation: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgment that they have sought consent to a search in these circumstances.

2.11 Recommendation: Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

2.12 Recommendation: Law enforcement agencies should establish search and seizure procedures related to the LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

2.13 Recommendation: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

**TPD does have Policy 31-136B, which states “There shall be no bias in the operations of the TPS. The Department is committed to unbiased policing and will provide service and enforcement in a fair and equitable manner.” Great policy in place, our suggestion is to continually reinforce this within the department and have additional training on how to handle police complaints that may be racially profiling/racially motivated.*

2.14 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

2.15 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

President's Task Force on 21st Century Policing

Technology & Social Media

Recommendation 3.1

The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

3.1.1 Action Item: The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with best practices of 21st Century Policing.

Tulsa Police Department continues to hold memberships in the following professional policing:

- **International Association of Chiefs of Police (IACP)**
- **Major Cities Chiefs (MCC)**
- **Police Executive Research Forum (PERF)**
- **American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/Lab)**
- **The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)**

3.1.2 Action Item: *As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.*

- **Mobile Video Recording Policy 31-202B (Bureau of Justice Assistance Approved)**
- **Tulsa Police Department CALEA Accreditation**
- **Public Safety 911 CALEA Accreditation**
- **Laboratory - American Society of Crime Laboratory Directors/Accreditation Board**
- **P25 upgrade of Radio communications(Spring 2017)**
- **CJIS compliant**

3.1.3 Action Item: *Law Enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.*

- **Evidence Handling Policy & Procedure 112A**
- **Tactical and Operational Guidelines (TOG) - 2003 Collection, Preservation, and Packaging**
- **Digital Information Management System (DIMS) Policy 112J Digital Cameras**
- **Laboratory - ASCLD Accreditation**

Recommendation: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

3.2.1 Action Item: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

- **MPACC (Mayors Police and Community Coalition)**
- **Citizens Police Academy - 55 classes**
- **OSU Osher Lifelong Learning Institute Classes**
- **Community Events**

3.2.2 Action Item: *Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.*

- **Field testing of the units for before implementing**
- **IT Project Management**
- **Media promotion of ongoing projects**

3.2.3 Action Item: *Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.*

- **Mental Health Response Officers**
- **Volunteer Interpreters/ Language Line**
- **In Service Training**
- **SMART 911**
- **Second Language Certification Program**
 - **Spanish**
 - **Sign Language**
 - **31 Officers certified**

3.3 Recommendation: *The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.*

3.3.1 Action Item: *As part of the process for developing best practices, the U.S.*

Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

- Chief Jordan's participation in writing the President's Task Force on 21st Century Policing
- Major City Chief's
- IACP
- PERF

3.3.2 Action Item: *The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.*

- **Bureau of Justice Assistance - Grant money and guidelines**
- **JAG Money - Justice Assistance Grant**
- **Byrne Grant - Community Resource Officer**
- **School Resource Officers**

3.3.3 Action Item: *Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.*

- Funding: \$600,000 grant and another \$600,000 match from the city. For a total of \$1.2 million (start with 431 body worn cameras)
- Policy and Procedure: Mobile Video Recording 31-202B (Bureau of Justice Assistance Approved)
- Consulted several police agencies and went to a national conference in Phoenix to discuss with Major Departments across the nation
- Three main focus areas: **Privacy, Cost, Data Storage**
- **Privacy:** It is not the intent of the Tulsa Police Department to record private conversations, phone calls, or generally invade the public's or an employee's rights to privacy by recording events not specified in the policy
- **Cost:** covered above
- **Data Storage:** \$46,000 - \$100,000 plus pending on the amount of videos. Currently uploading 320 videos a day.

Panasonic Arbitrator Mark 2 BWC

- Currently Testing
 - Battery Issues
 - Software Issues

Disclaimer: This may not be our final selection but only a camera system that is currently being tested by TPD.



Arbitrator BWC
BODY WORN EVIDENCE CAPTURE SYSTEM

* ICV

- * ICV will be better for pursuits
- * ICV was the champion of the Ramsey shooting/pursuit
- * ICV is more robust
- * More expensive
- * Limited field of view
- * Stationary at scenes

* BWC

- * Less expensive
- * Will be better for face to face
- * Will show more of the officers perspective
- * Travels with an officer through a scene
- * Not as robust
- * May require slightly more effort from the officer

* **ICV vs. BWC - we cannot afford both**

3.4 Recommendation: *Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.*

- **Work with legislation through the City lobby groups**

3.5 Recommendation: *Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.*

- **Open Record Laws**
- **In house City Attorney from City Legal who oversees all public open record requests**
- **Social Media**

3.7 Recommendation: *The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.*

- **Communications upgrade to P25 compliant (Spring 2017)**



Community Policing Commission

Group 4

Community Policing and Crime Reduction

4.1) Law enforcement agencies should develop and adopt policies and strategies that reinforce community engagement in managing public safety.

- * 1. Tulsa Police
Department Mission
Statement
- * 2. Tulsa Police
Department 31-314,
Partnerships in Policing.
- * 3. Tulsa Police
Department TOG 2023,
Managing Law
Enforcement Initiatives;
Partnerships within the
community.

4.1.1) Action Item: Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

1. District Drug Court
2. Municipal Special Services Court
3. Public Inebriate Alternative – proposed and in progress
4. Citations for all traffic and some minor offenses (larceny, marijuana, etc.)
5. Veteran's Court
6. Children's Intervention Center (CIC)

4.3) Recommendation: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementation, and responding to crisis situation with complex casual factors.

- * 1. Pilot in progress – model used in September 2016 officer involved shooting.
- * 2. Pilot in progress – Crisis Intervention Teams (CIT) to alleviate mental health burden from patrol officers.
- * 3. Pilot in progress – Community Advisory Council at the Chief's and Divisional levels
- * 4. Partnership with the University of Oklahoma, Domestic Violence lethality assess and treatment program.

4.3.1) Action Item: The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adopted to local contexts.

- * 1. Although this is a DOJ recommendation, TPD has already implemented and uses the CIT approach.

4.3.2) Action Item: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insights to the first responders and immediate support to individuals in crisis.

- * This is a community action item. Recommend partnering with Oklahoma Mental Health Association or other entity to take lead in this endeavor.

4.3.3) Action Item: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

- * 1. Community action item. However TPD has partnered with ODMH to evaluate CIT and expand through AOT and evaluate effectiveness. Again, a third party agency should be consulted to lead this community item.

4.4) Recommendations: Community should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

- * Community Action Item – 1. Community education is required so that the community can understand the practice of policing, hence promoting support.

4.5) Recommendation: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community solutions that produce meaningful results for the community.

- * 1. Division Commanders working with Councilors.
- * 2. Neighborhood Watch programs.
- * 3. 61st and Peoria South Tulsa Community House Project.
- * 4. Beat System.
- * 5. Improvement needed – line level officers working with citizens (staffing dependent).
- * 6. Bi-lingual/Multi-Language informational placecards.

4.5.1) Action Item: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

- * 1. Staff, Supervisors and officers regularly attend town halls, district meetings and neighborhood meetings.
- * 2. Improvement – this suggest that the agency schedule and conduct the meeting.
- * 3. Community Issues and Resolutions Meetings.

4.5.2) Action Item: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizens academies, ride along, problem solving teams, community action teams, and quality of life teams.

- * 1. Reading program in schools.
- * 2. School Resource Officers (Currently only have 2).
- * 3. Expand SRO program to re-evaluate DARE program, re-evaluate GREAT program.
- * 4. Explorer Program.
- * 5. Citizen Police Academy.
- * 6. Ride-along program.
- * 7. Project Trust – kicked off and underway.
- * 8. Job Shadowing/Mentoring Program.

4.5.4) Action Item: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

- * 1. Recommendation – work with Economic Development and/or Chief resilience officer to determine specific strategies. These may be target specific and change over time.

4.6) Recommendation: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactic that stigmatize youth and marginalize their participation in schools and communities.

- * 1. Use of CIC (Children Intervention Center) should be expanded through Youth Services of Tulsa.
- * 2. Recommend third party partnership for youth leadership and mentoring (Juntos, 100 Black Men).
- * 3. In progress – Police Activities League.
- * 4. Project Trust and School programs such as alternative discipline.

4.6.1) Action Item: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

- * 1. Requires Tulsa, Union, Jenks school system involvement.
- * 2. Recommendation – Individual organizations review policies for opportunities. Mayor or leadership conduct and education summit to reform.

4.6.2) Action Item: In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

- * 1. School Resource Officer Program.
- * 2. Recommendation – Tulsa Police Department increase SRO over time.
- * 3. Use of CIC (Children Intervention Center) should be expanded.

4.6.3) Action Item: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

- * 1. Municipal juvenile court in place.
- * 2. Recommendation: Evaluate restorative justice with school system.

4.6.4) Action Item: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses intervention or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy and refocus on learning.

- * 1. SRO program expansion required.
- * 2. Recommendation – research feasibility of TPD mentorship program.

4.6.5) Action Item: Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, student, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

- * 1. Inter- Agency committee will be required.

4.6.6) Action Item: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing an escalating student misbehavior after all appropriate interventions have been attempted.

- * 1. Support of a school truancy program.
- * 2. Juvenile Special Services Court Diversion (Holistic Approach).

4.6.7) Action Item: Law enforcement agencies should work with communities to plan a role in programs and procedures to reintegrate juveniles back into their communities as they leave justice system.

* 1. Juvenile Probation & Parole

4.6.8) Action Item: Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit involvement in student discipline.

- * 1. SROs in place. MOU required.
- * 2. Evaluate current MOU and update as necessary.

4.6.9) Action Item: The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing adolescents in consideration of their stages of maturation or development.

4.7) Recommendation: Communities need to affirm and recognize the voices of youth in community decision making, facilitate your-led research and problem solving, and developing and fund youth leadership training and life skills through positive your/police collaboration and interactions.

- * 1. Project Trust
- * 2. TPS Youth Advisory Group
- * 3. Mayor's Youth Council

4.7.1) Action Item: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

- * 1. PAL program
- * 2. Pilot in progress – Project Trust


4.7.2) Action Item: Communities should develop community and school-based evidence-based programs that mitigate punitive and authoritarian solution to teen problems.

- * 1. Research will be required.
- * 2. Partner with higher education to evaluate.



Tulsa Commission On Community Policing Pillar 5. Training & Education

Mayor G.T. Bynum
Councilor Connie Dodson
Aliye Shimi
Councilor Phil Lakin
Deputy Chief Eric Dalgleish

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- “Though today’s law enforcement professionals are highly trained and highly skilled operationally, they must develop specialized knowledge and understanding that enable fair and procedurally just policing and allow them to meet a wide variety of new challenges and expectations . Tactical skills are important, but attitude, tolerance and interpersonal skills are equally so. And to be effective in an ever-changing world, training must continue throughout an officer’s career.”

5.1.1 Action Item: The training innovation hubs should develop replicable model programs that use adult based learning and scenario-based training in a training environment modeled less like boot camp.

- Currently in Place: Extensive use of scenario based training throughout the academy including instruction for mental health response, defensive tactics, de-escalation, patrol tactics and report writing.
- Collegiate learning environment has led to reduction in attrition through academy and two way interaction regarding learning topics.
- Orientation to a paramilitary organization and personal responsibility require a structured environment, but all requests have a job specific learning goal that is communicated to the recruits.
- Group Recommendations: Continue current practices



5.1.2 Action Item: The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

- Currently in Place: Current curriculum is established by State Law and CLEET.
- Current Partnerships include University of Tulsa, Tulsa Community College, University of Oklahoma, and University of Cincinnati.
- Currently In Process: Partnership with Oklahoma State University
- Group Recommendations: Explore additional partnerships focused on training, evaluation, and other evidence based practices.

5.2 Recommendation: Law enforcement agencies should engage community members in the training process.

- Currently in Place: TPD uses volunteer community members and industry experts in academy instruction and scenario based training.
- TPD Citizens Police Academy allows community members to experience abbreviated training process themselves. Two 25 person CPA's are conducted each year.
- Currently In Process: Consolidated one day "special topic" training for community members and leaders. (Example: Use of Force)
- Group Recommendation: Expand access to Citizens Police Academy by developing a condensed 8-hour one-day curriculum. Invite community leaders to participate. Greater involvement in the Citizens Police Academy will increase understanding of policing methods and give officers greater insight into citizen opinions on practices.



5.3 Recommendation: Law enforcement agencies should provide leadership training to all personnel throughout their careers.

- Currently in place: Leadership principals are trained as a part of all basic academies.
- All new supervisors attend a two week supervisor school dealing extensively with the topic of leadership.
- Nationally recognized leadership trainers have trained for all TPD members. (Jack Enter, Gordon Graham, Dave Grossman, Kevin Gilmartin)
- Currently In Process: Integration of “Blue Courage” program into basic academy. Development of TPD “Leadership Academy”
- Group Recommendation: Offer leadership training opportunities for all TPD officers. TulsaTech presents a potential partner on this front.

5.3.3 Action Item: The U.S. Department of Justice should support and encourage cross-discipline leadership training.

- Currently in Place: TPD currently participates in Leadership Tulsa.
- TPD Participates in cross discipline training including project management.
- Group Recommendation: Expand participation into more groups (Leadership Oklahoma, Lead North)



5.4 Recommendation: The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

- Currently in Place:
- TPD Currently sends one to two senior managers to the FBI's National Academy, PERF's Senior Management Institute for Police among other executive training programs.
- Group Recommendation:
Continue practice



5.6 recommendation: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

- Currently in Place: The 40 hour CIT certification is a part of the basic Police Academy and offered as an optional training topic for other officers.
- Currently there are 141 officers trained in CIT.
- Group Recommendation: Expand to all officers.



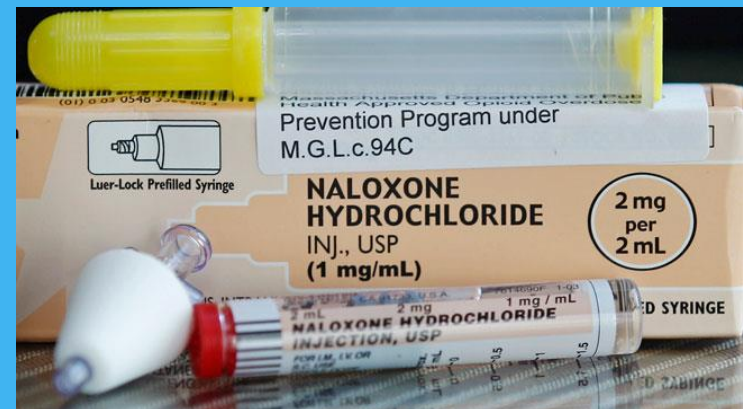
5.7 recommendation: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

- Currently in Place: Basic Academy Curriculum focuses extensively on social interaction, communication, and de-escalation as components of tactical and overall police skills. (Active listening, contact and cover, making informed complaints)
- Group Recommendation:
Continue Practice



5.8 recommendation: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

- Currently in place: All officers are equipped with overdose reversal drugs.
- Group Recommendation: Include discussion with those affected by addiction during training.




5.9 recommendation: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

- Currently In Process: TPD is identifying implicit bias training for all officers.
- Group Recommendations: Make identified training an offering for all City of Tulsa employees and elected officials.

5.9.1 Action Item: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

- Currently in Place: Basic Academy includes instruction in Cultural Diversity, history of City of Tulsa (including race riots), interaction with Hispanic population and non-english speakers and immigrant culture.
- Islamic Society of Tulsa currently presents to basic academy regarding interaction with Muslim community members.
- Currently In Process: Oklahomans for Equality is scheduled to make a presentation to all future academies regarding interactions with the LGBTQ community.





5.9.2 Action Item: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment

- Currently in Process: See previous actions and recommendations.

5.10 recommendation: POSTs should require both basic recruit and in-service training on policing in a democratic society.

- Current Practice: Basic academy curriculum includes instruction on legal basis and practical application of police interaction including terry stops and the 4th amendment including search and seizure.
- Group Recommendation: Continue Current Practice



5.13 recommendation: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

- Current Practice: The TPD FTO program is constantly evaluated including updated training on adult education, current academy instruction and training the next generation of police officers.
- TPD FTOs are evaluated annually and lack of performance leads to removal from training responsibilities.

Additional Recommendations

- Group Recommendation: TPD should continue its historic standard of 40 in-service hours of training. Recent reductions have been made due to manpower levels, but reviewing the recommendations of this section reinforced to us the importance of continued in-service training for TPD officers to remain prepared for an ever-changing law enforcement environment. A reduction in hours does not afford officers the time to participate in the range of training sessions identified on top of those already mandated.

Pillar 6: Officer Wellness and Safety

FOP PRESIDENT MARK SECRIST

CHRISTINA MENDOZA

BROOKE TUTTLE

MAJOR LAUREL ROBERTS

Officer Wellness and Safety

The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety.

Physical, mental, and emotional health

Vehicular accidents

Officer suicides

Shootings and assaults

Partnerships with social services

Negative Health Outcomes Associated with Policing

Increased, prolonged, chronic activation of stress response system is associated with deleterious effects on physical and mental health. (Ramey et al., 2012; Schneiderman et al., 2004)

- Health risk and mortality
 - Cardiovascular disease (Downing & Franke, 2009; Yoo, 2012).
 - Back pain, headaches, ulcers (Avdija, 2014)
 - Average life expectancy over age 50 was 7.8 years compared to 35 for the general public (Violanti, 2013)
- Psychosocial risk
 - Suicide rates
 - More officers die of suicide than from traffic accidents and gunfire combined (BadgeofLife, 2016)
 - Maladaptive coping through alcohol use (Keyes et al., 2011; Smith et al., 2005)

6.1 Recommendation

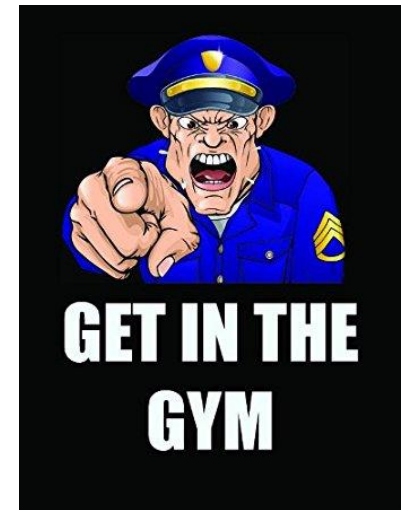
The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

- Blue Alert System in place: HB 2447, signed Sept. 2016
- Formalize an internal policy and response procedure
- Task force to study mental health issues unique to officers
 - Officer in Need/Officer 360 program, Captain Shellie Siebert



6.1 Recommendation Cont.

- Defensive tactics
 - Academy and continued training
 - Annual Law Enforcement Driver Training
- Substance Abuse Support groups
- Fitness initiatives
 - FFR, TPDFit, Warrior Yoga, 10-89s,
- Pension plans: duty vs. non-duty related disability
- Survivor benefits: should be provided regardless of result of death
- Collaborate with local entities to offer wellness programming to officers. Nutrition, financial fitness, stress and coping workshops, collaboration with OSU Center for Family Resilience



6.2 Recommendation

Law enforcement agencies should promote safety and wellness at every level of the organization.

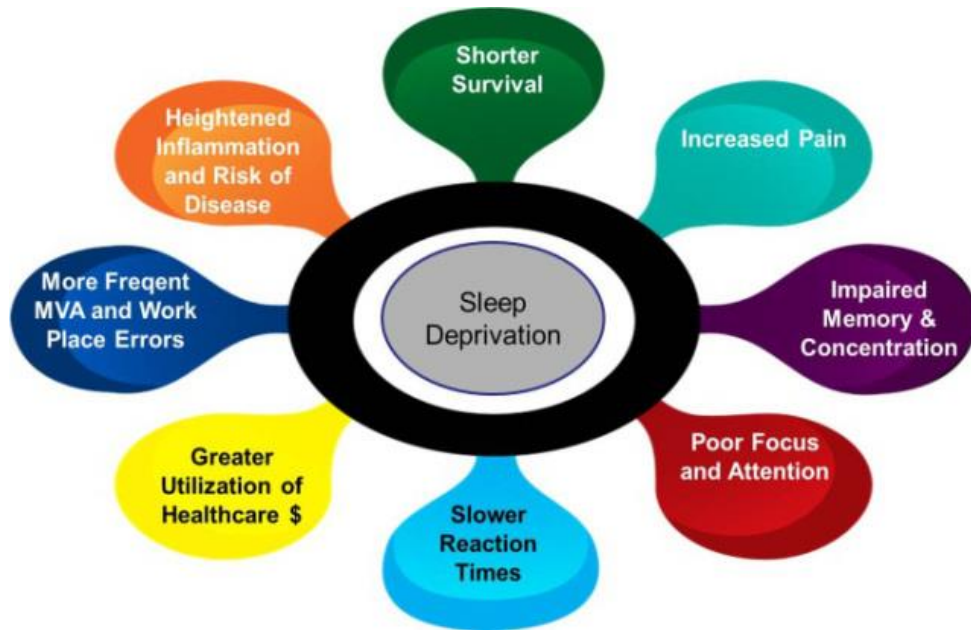
- Officer in Need Committee comprised of all ranks
- Physical fitness and shooting incentives offered annual to ALL members
- TPDFit: Fitness program every morning to participate with APOs
- Grant funding for equipment and training for officers to become instructors
- Stand up work stations/ Ergonomic work places
- Better nutritional selections in work places



6.3 Recommendation

The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

- TPD currently evaluating length of shifts within a 24 hour period



6.4 Recommendation

Every law enforcement officer should be provided with individual tactical first aid kits and training, as well as ballistic vests.

- Each field officer is equipped with first aid kit
- Training for ALL officers in tactical medicine and emergency intervention
- TPD partnering with Tulsa Tech to train and certify EMTs and Paramedics: 27 EMTs, 2 paramedics
- Narcan distribution: 25 reversals since Nov. 2014
- ALL officers issued vests every 5 years
- TPD vest saves



6.5 Recommendation

The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

- Deadly Force Review Board
- Traffic and Safety Committee
- Debrief of OIS
- Develop a committee to examine “best practices” and “near misses” of other law enforcement agencies.

6.6 Recommendation

Law enforcement agencies should adopt policies that require officers to wear seatbelts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

- TPD has regulated this for 20+ years



6.7 Recommendation

Congress should develop and enact peer review error management legislation.

PEER SUPPORT GROUP MISSION STATEMENT:

The role of the Tulsa Police Department Peer Support Group is to be available to Listen, Support, Refer, and Assist officers, dispatchers or peers, during professional and/or personal, stressful, or difficult periods in their lives.

- Selection of members to be part of Peer 2 Peer
- Training for the peer counselors
- Dispatch/911 “Last Call” program

6.8 Recommendation

The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

Suggested Next Steps

- Formalize an internal policy and response procedure for the Blue Alert system
- Grant funding for equipment and training for officer to become instructors
- Stand up work stations/ Ergonomic work places
- Collaborate with local entities to offer wellness programming to officers. Offer workshops on nutrition, financial fitness, stress and coping. Collaboration with OSU Center for Family Resilience that know best practices and can offer facilitation and evaluation of effectiveness
- Better nutritional selections in work places
- Develop a committee to examine “best practices” and “near misses” of other law enforcement agencies.
- Selection of members to be part of TPD Peer 2 Peer Support Group
- Training for the peer counselors

Thank You!
