



Safe and Secure City Cross-Functional Team *Update*

February 15, 2021



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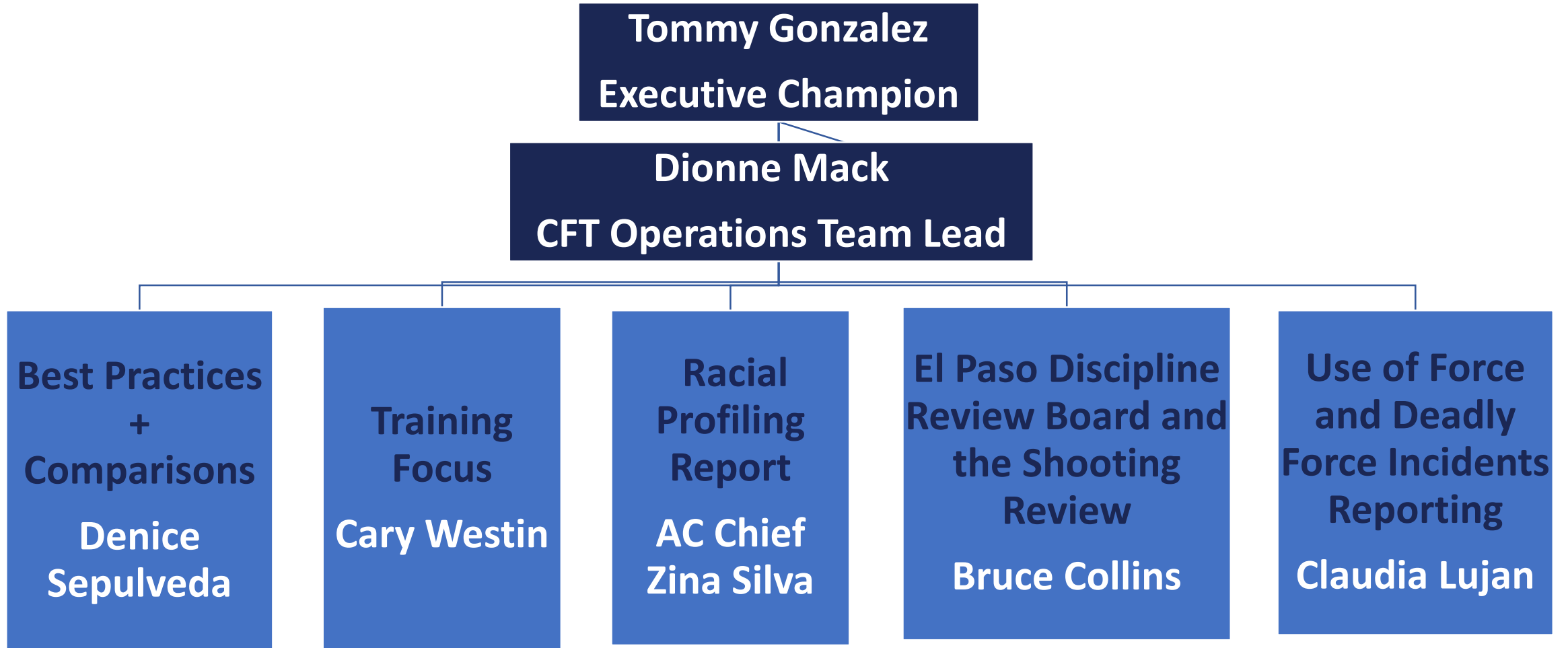
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El Paso Strong Resolution

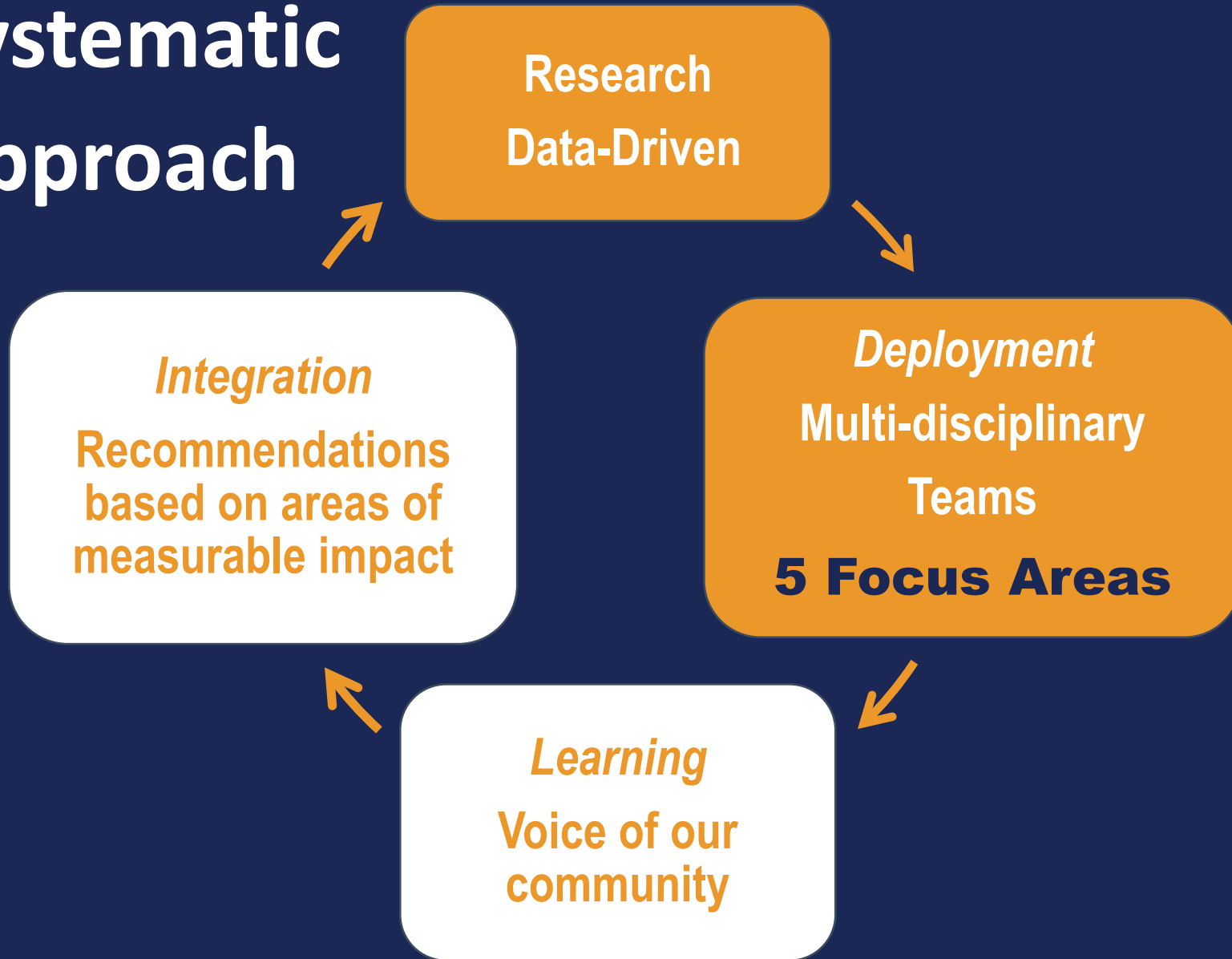
Adopted: June 23, 2020

"El Paso Strong" resolution establishes new reporting to encourage elimination of racial disparities in arrests and other law enforcement resolution, calls for various methods for reporting use of force and deadly force incidents, the percent of officers with a history of sustained use of force incidents, and the number of complaints and provides report analyses prepared by City staff, adopting applicable recommendations and reforming policy in pursuit of racial justice.

Team Organizational Chart



Systematic Approach



CONNECTION POINTS

**Inclusion +
Access CFT**

**Youth Focus
Programming**

El Paso Strong Resolution

1. Provide a detailed update on the current status of the Police Department and lead a discussion at several future City Council Work Sessions;
2. These updates should include implementation of best practices in policing in comparison to no less than five (5) cities of similar size and demographics, and/or the top ten (10) safest cities including tools for use in evaluating the policies and practices of each City department and their impact on equity, with a goal of informing the budgeting and policymaking processes to relieve racial and socioeconomic inequities; and
3. Continue reporting on racial profiling to encourage the elimination of racial disparities in arrests and other law enforcement actions; and

El Paso Strong Resolution

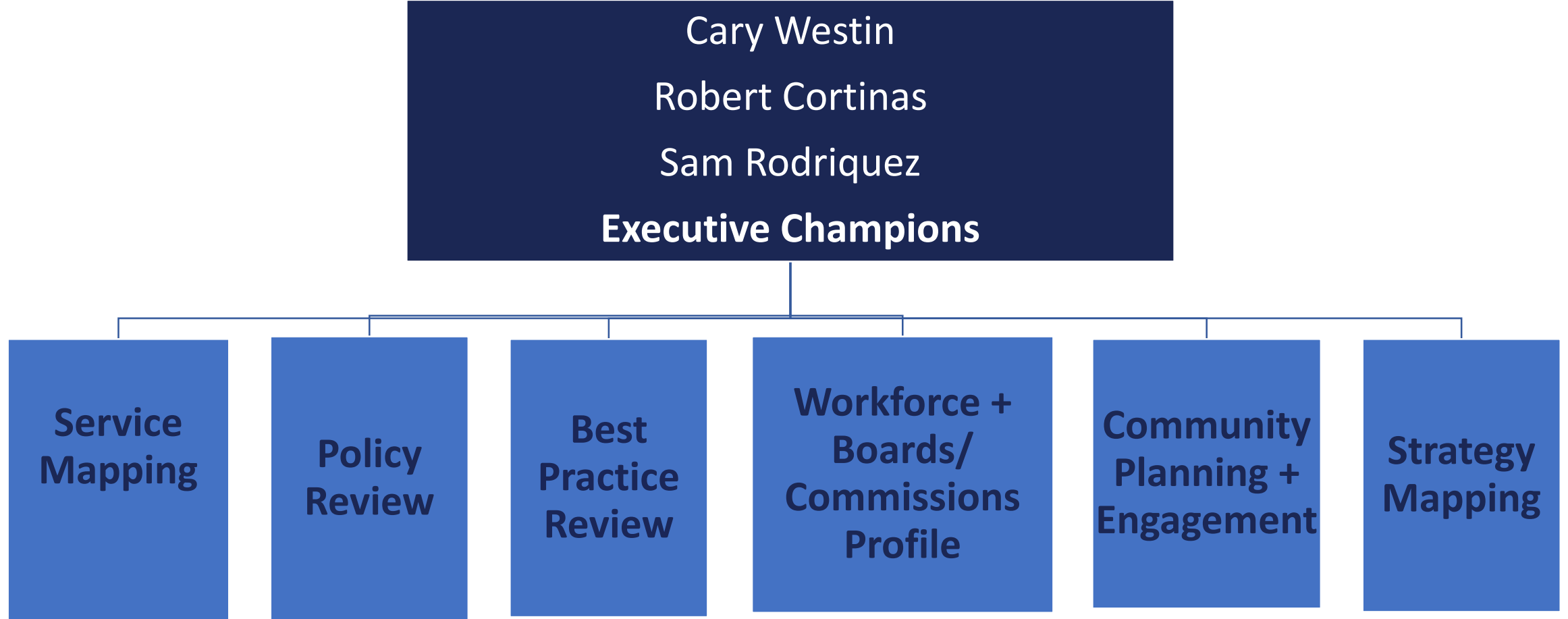
4. Utilize various methods for reporting use of force and deadly force incidents, the percent of officers with a history of sustained use of force incidents, the number of complaints; and
5. Recommendations on the implementation of best practices in policing, in comparison to no less than five (5) cities of similar size and demographics, and/or the top ten (10) safest cities, including progress on the dashboard of metrics and indicators, analysis of the alignment of strategies with policies implemented since the adoption of this resolution, and recommendations to prioritize strategies.
6. Research and study best practices for the composition and scope of the El Paso Discipline Review Board and the Shooting Review

Inclusion + Access CFT Launch

The team will evaluate equitable access in the provision of services and alignment with strategy development through:

- Prioritization of impact areas through strategic objectives
- How we consider key strategies, policies and practices
- How we address underserved areas within our community
- Allocation of Resources
- Embedding organizational learning on issues of inclusion and access

Team Organizational Chart



What we will cover

- **Status update on Revisions to Department Mandated Training**
- **Follow-up: Additional Analysis of Community Engagement Strategies, Specific Focus on Youth***
- **Status update on Award of Racial Profiling Contract**
- **Status update on Award Use of Force Contract**
- **Follow-up: Expand analysis of Shooting and Discipline Review Boards to include Police Oversight Models***

*Council request 9.14.20

3. Team Lead Reports

1. Training Focus

Cary Westin



What we will cover

- **Status update on Revisions to Department Mandated Training:**
 - Mental Health Training for sworn officers
 - Less Lethal and Defensive Tactics (HICKS)
 - New in 2021---Overview
- **Future Needs Connected To Public Safety Bond Implementation**
- **Intergovernmental partnerships/opportunities**



Training Philosophy

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- Personal development (interrelationship personal + work satisfaction)
- Emotional Intelligence
- Understanding our community/culture
- Peer reviewed concepts
- Scenario based training--- decisions under pressure
- Exceed State mandated requirements

MENTAL HEALTH TRAINING

15

Provided to Sworn Officers

- **Cycle Shift Training**

- Mental Health (8 hrs.)

- Texas Commission on Law Enforcement (TCOLE) (Mental Impairment) – Communication, Disorders, and Descriptions

- **NEW---**Adverse Childhood Experience-Mental Health Update (8 hrs.)

- Taught as part of mandatory shift training department wide (Jan-April 2021)

- **Mandatory In-service Training** (Tiers: Patrol, Investigations, Leadership)

- “Burn Out” Emotional Survival for Law Enforcement (8 Hrs.)

- Rational Dialogue (8 Hrs.)

MENTAL HEALTH TRAINING

16

Provided to Sworn Officers

- **Upcoming Focused Training**
 - CIT Crisis Intervention Training (40 Hrs.)
 - Will be offered at minimum quarterly in 2021 up to 70 officers
 - De-Escalation (8 Hrs.)
 - Will be offered at minimum quarterly in 2021 up to 70 officers
 - County Attorney's Office- 1 hour of Mental Health training (ongoing)

PHASED APPROACH GOAL

Integration of Crisis Intervention Team (CIT) required training to all officers

- Starting with the 128th Recruit Class (March 2021), at least half of CIT specific curriculum will be added
- Officers will also receive 8 hours of CIT curriculum in Mandatory In-Service Training once a year
- 40-hour Texas Commission on Law Enforcement (TCOLE) Mental Health Course will be provided to the department by 2024

Less Lethal and Defensive Tactics (HICKS)

- Focus on moral, ethical and constitutional foundation of police work requiring the use of force by an officer
- All recruits receive 80 hours of training
- All in-service commissioned officers receive a minimum of 8 hours of Hicks refresher training annually
- In 2021, refresher will be provided twice a year during Cycle Shift Trainings and three times a year in 2022.

New in 2021

Course	Focus	Update
HICKS	Moral, ethical and constitutional foundation of police work in situations requiring the use of force by an officer	Will now be provided 3x/year during <i>Cycle Shift Training</i> .
MILO Range Simulator	Scenario based training in the realm of use of force options, de-escalation, and decision making	Once MILO Range is installed and fully functional, it will be immediately implemented in different trainings. <i>Spring/Summer 2021</i>
Remote Learning	Integrating courses into MS Teams for Mandatory Department Training	Ongoing---Leveraging TEAMS to start providing TCOLE required courses to local law enforcement agencies(DPS, Constables, School District Police, and surrounding police agencies)

New mandatory departmental training cycle---available starting September 2021.

New in 2021

Course	Focus
Women in Policing Series	Coaching and mentorship approach. Designed to equip female officers with skill sets and professional development.
Officer Involved	Developed by officers who have been involved in deadly use of force incidents as a tool to mentally prepare officers.
Stress Inoculation	Provide preventive strategies and techniques that can be used during stressful events that will enhance performance and decision making.

New mandatory departmental training cycle---available starting September 2021.

Course	Focus
Courtroom Testimony	Targeted curriculum will include testing and better prepare our officers for courtroom presentations and knowledge and retention of material
Advance Patrol Tactics	Designed to familiarize officers with different concepts and skills that police officers encounter on a daily basis

Future Needs Connected to Public Safety Bond Implementation

NEW TRAINING ACADEMY

- Utilize Technology
- High Speed Driving Course
- Simulators for Decision making scenarios
- Indoor shooting range
 - leverage existing facility
- Physical Training track and field
- Tactical Village
 - Crowd control training
 - Civil unrest tactics training
 - Active shooter response



Future Needs Connected to Public Safety Bond Implementation

- Staffing – Increase Training Cadre
 - Office space
- Dedicated Classrooms
 - Recruit Training
 - In-service
 - Multi use Gym for skills training, e.g. Hicks

Intergovernmental partnerships/opportunities

- Memorandum of Agreement to allow El Paso Police Department to utilize Small Arms Ranges, Tactical Villages and Virtual Training Facilities on Fort Bliss.
- Fort Bliss Military Police currently conducts training with El Paso PD to share tactics, techniques, and procedures at the Police Academy.
- Future Agreements to include training opportunities upon the completion of the new Academy.

What's Next (Training Focus)

- Public Safety Bond implementation/training needs assessment
- Intergovernmental partnerships/opportunities
- Defense Economic Adjustment Assistance Grant opportunity



2. Best Practices + Comparisons

Denice Sepulveda

	Explorer Program	Youth Police Academy	Summer Initiative	High School Focus	STAR/PAL Youth Program
El Paso, Texas	Ages 14 - 20	Ages 13 - 18	Ages 5 - 8 Summer program focused on personal, fire, pedestrian, driving and bicycle safety	Grades 9th - 12th High school students recreate accident fatality, act upon emergency response, court scene, and funeral	
Albuquerque, NM	Ages 14 - 18	Ages 14 - 18	Ages 7 - 13 Virtual (COVID initiative)		
San Diego, CA	Ages 16 - 21		Ages 5-11 KIDZWATCH - Personal, fire, water, and bicycle safety, as well as nature awareness, community involvement and volunteering, and other things that will help the children become safe, strong, and confident individuals		Educational, athletic, and recreational programs which focus on promoting youth safety, positive life choices, and academic success
Virginia Beach, CA	Ages 14 - 18	Ages 14 - 18			
Henderson, NV	Ages 16 - 20				
Tucson, AZ	Ages 15-20				

* Due to pandemic only Albuquerque held their virtual program

“BE A BIG... GIVE A LITTLE SOMETHING BACK”



- PD initiative with Big Brothers Big Sisters
- Helping our law enforcement and our Youth connect
- Changing their perspective of what the world can offer
- Just a couple hours, twice a month, (ages 6-16)

Youth Focus

2021 Outlook

- Strategic Budget Advisory (third year)
 - 300+ students
 - Citywide, all ISDs
- Youth Advisory Board (NEW)
- Reimagining Youth Programming
 - Human Centered Design---for youth by youth



“we can help decide what is best for our City and what will help our community in the future”
---2019 Youth Delegate

3. Racial Profiling Report Development

Zina Silva

Eric J. Fritsch, Ph.D.- Justice Research Consultants, LLC



EPPD Traffic Stop & Racial Profiling Assessment

EPPD Traffic Stop & Racial Profiling Assessment



EPPD Traffic Stop & Racial Profiling Assessment



4. Recommend methods for reporting use of force and deadly force incidents

Zina Silva



Hillard Heintze, a Jensen Hughes company, is one of the leading law enforcement advisory and consulting firms in the United States.

Over the last 15 years, the firm has earned a growing national reputation in police department assessment; law enforcement strategic planning and program development; independent monitoring and oversight of police departments; and crime prevention; as well as constitutional policing, collaborative reform and the advancement of community-oriented policing strategies and outcomes.

Extensive experience in police reform and departmental assessments

- Sole service provider for the DOJ COPS Office Collaborative Reform Initiative for Technical Assistance (CRI-TA)
- Louisville, Kentucky
- San Francisco, California
- Denver Sheriff's Department, Colorado
- King County, Washington Sheriff's Department
- Boulder, Colorado

Scope of work and deliverables

- Review current EPPD processes
- Obtain, clean and analyze available use of force data from 2015-2019
- Develop a method using verifiable statistical calculations to validly identify sworn personnel who are statistical outliers regarding all categories of use of force
- Identify EPPD policy/process development areas to correspond with the use of force assessment
- Develop a statistical outlier identification system
- Provide documented information on best practices
- Provide tools for EPPD personnel on how to run analysis reports

All data generated, collected and/or maintained by EPPD

- Use of force incidents
- IAPro database / Blue Team database
- Taser deployment data
- Geographic information systems
- Regional boundaries
- Staffing information
- Supply information
- Distribution of ECD cartridges and less-lethal rounds
- Computer Aided Dispatch (CAD) data

Deliverables

Use of Force Report, 2015-2019

- Overview of use of force data (frequency, trends, patterns)
- Methods for identifying outliers based on El Paso PD thresholds

Use of Force Datasets, cleaned and analyzed

- Including procedures to update these datasets for subsequent years
- Including scripts to perform specified data analyses

4. Composition and scope of the *El Paso Discipline Review Board* and the *Shooting Review*

Bruce D. Collins

Disciplinary Review Board

- Review administrative cases investigated and/or handled by Internal Affairs
- Recommended disposition, and propose adjudication of each case to the Chief of Police.
- The boards may also offer insight to improve or review current organizational processes.

Shooting Review Board

- Convened when there is an officer related shooting
- Recommended disposition, and propose adjudication of each case to the Chief of Police.
- The boards may also offer insight to improve or review current organizational processes.

	Review Board(s) Composition	Policy	Citizen Participation
Anaheim, CA	Department Leadership (No citizens)	Major Incident Review Team	None
Albuquerque, NM	5 Voting Members – Staff SRB: None	Force Review Board SRB: Internal Review	None
San Antonio, TX	Citizen Advisory Board (6 Voting) & Police Advisory Board (5 Voting)	Complaint and Administrative Review Board	Yes
Tucson, AZ	12 Voting Members – Includes at Least 1 Community Representative	Critical Incident Review Board	Yes
Phoenix, AZ	5 Staff Voting Members & 2 Citizen Voting Members SRB: 3 Staff Voting Members & 3 Citizen Voting Members	Disciplinary Review board SRB: Use of Force Review Board	Yes
Virginia Beach, VA	Comprised of all department captains	Captain's Board SRB: Firearms Discharge Review Board	None
El Paso, TX	6 Uniformed Personnel, Assistant Chief, HR Director of PD Personnel and 6 civilians	Discipline Review Board Shooting Review Board	Yes

Citizen Participation in Disciplinary Process

Citizen Participation	Citizen Selection	Board Term	Disciplinary Authority	Investigative Authority	Ordinance/ Policy	Legislative/ Contractual
<ul style="list-style-type: none"> • 6 citizens + 6 uniform personnel • Assistant Chief is a non voting member • Quarterly Rotation of citizens and Assistant Chiefs 	<ul style="list-style-type: none"> • Fill out Background pamphlet through Volunteer Program • Background Check <ul style="list-style-type: none"> • Outstanding Warrant Check • Training – 4 hours <ul style="list-style-type: none"> • Use of Force Policy and Use of Force Case Law • Scenarios (Shoot/Don't Shoot, Decision-Making) • HICKS (Defensive Tactic Training) • Entered into board eligibility pool by Internal Affairs 	No term limits	<ul style="list-style-type: none"> • Majority vote based on the preponderance of the evidence • Citizens vote first then lowest ranking officer until reach commander • Recommendation to the Chief of Police 	<ul style="list-style-type: none"> • No investigative authority • Can request further investigation • Can request for accused officer(s) to be present • IA follows up 	<ul style="list-style-type: none"> • El Paso Police Department Procedures Manual <ul style="list-style-type: none"> • 903 Disciplinary Matrix and Penalty Table • 932 Discipline Review Boards 	<ul style="list-style-type: none"> • CBA <ul style="list-style-type: none"> • Article 14 • Article 21 • Article 30 • Texas Government Code, Title 6 • Civil Service Rules

Border Network - El Paso Police Accountability Task Force

- Separate budget allocated for accountability office or independent accountability commission
- Reports of findings and recommendations
- Key items recommended:
 - Independent Actions
 - Investigative Authority
 - Subpoena Power
 - Community Input
 - Board Input

The Civilian Police Oversight Agency (CPOA)

- **DESCRIPTION** - An independent agency that consists of a Police Oversight Board and an Administrative Office led by the Civilian Police Oversight Agency Executive Director
- **FUNCTION** - Gather and analyze information, reports, and data on trends and potential issues concerning police conduct and practices and the related impacts on the community and individuals
- **OUTCOMES** - Provide input, guidance and recommendations to the City Council, the Mayor and the Chief of Police for the development of policy for the Albuquerque Police Department

Citizen Participation	Citizen Selection	Board Term	Disciplinary Authority	Investigative Authority	Ordinance/Policy	Collective Bargaining Agreement
9 Board Members (Police Oversight 45 Board)	Application Process	Maximum of two, 3 year terms	No – Imposition of discipline is at the discretion of the Chief of Police	Yes – Through Administrative Office	Ord. 2014-019; Am. Ord. 2019-007	Yes

Police Review Board (PRB)

- **DESCRIPTION** - Anaheim's civilian oversight board for the city's police department
- **FUNCTION** - Closely involved in review of any major incident
- **OUTCOMES** - The board also will provide data on policing and an annual report on its work

Citizen Participation	Citizen Selection	Board Term	Disciplinary Authority	Investigative Authority	Ordinance/Policy	Collective Bargaining Agreement
7 volunteers	Selected by the City Manager by lottery	Serve for a three- or four-year term determined by district	None	None	Presented as City Council Update	Yes

Community Police Review Commission

- **DESCRIPTION** - the commission serves to oversee these matters independently and separately from the Office of Police Oversight and any other City of Austin organization
- **FUNCTION** - Make policy-level recommendations regarding discipline, training, community relations, and the complaint process
- **OUTCOMES** - Assess critical incidents and review individual cases of police misconduct and assess the effectiveness of the Office of Police Oversight

Citizen Participation	Citizen Selection	Board Term	Disciplinary Authority	Investigative Authority	Ordinance/Policy	Collective Bargaining Agreement
10 volunteers	Application Process + City Manager Appointment	Two terms, 2 years each	Non-binding recommendation on discipline	None	Ordinance No. 20181115-016 – Establishing Office of Police Oversight	Yes

Office of the Police Oversight Monitor (OPOM)

- **DESCRIPTION** - The City of Fort Worth's Office of the Police Oversight Monitor was established as a mechanism to provide oversight and accountability of the Fort Worth Police Department
- **FUNCTION** - Provides independent review and monitor of citizen complaint investigations and use of force incidents
- **OUTCOMES** - Recommends changes to departmental policy, procedures and practices; audit of departmental practices including data review and analyses. Provides mediation efforts; and conducts on-going community-police engagement outreach as well as dissemination of information regarding OPOM and its activities including periodic reporting

Citizen Participation	Citizen Selection	Board Term	Disciplinary Authority	Investigative Authority	Ordinance/Policy	Collective Bargaining Agreement
48 TBE*	TBE	TBE	None	None	Fort Worth City Code Art. 2, § 2-27(1)(a)	Yes

* TBE – To Be Established

Office of Accountability and Transparency (OAT)*

- **DESCRIPTION** - The Office of Accountability and Transparency will be a new City administrative office under the City Manager that will provide independent review of the Phoenix Police Department
- **FUNCTION** - It will provide recommendations for training, policy, hiring practices, disciplinary actions and other oversight of the Police Department on behalf of the community
- **OUTCOMES** - It will send its own reports and police documents to community members while working closely with the civilian board, which will review department policy and conduct community forums

Citizen Participation	Citizen Selection	Board Term	Disciplinary Authority	Investigative Authority	Ordinance/Policy	Collective Bargaining Agreement
49 TBE**	TBE	TBE	TBE	TBE	TBE	Yes

* Pending approval of Ordinance by Phoenix City Council

** TBE – To Be Established

Separate division that acts independently

- Albuquerque
- Austin
- Fort Worth

Key factors reviewed

- Staffing
- Operations
- Maintenance

Staffing

Police Monitor, Director	137,000
Deputy Police Monitor, Asst. Director	109,600
2 Mediator (s)	161,930
Statistical Analyst	85,628
Civilian Investigator	79,469
Senior Policy Advisor	76,283
Policy Advisor	69,348
Community Engagement Specialist	57,085
Intake Analyst	38,000
Administrative Assistant	31,327
Total Salary	\$845,670

Operations and Maintenance

Computer Equipment	9,000
Consultant and Prof Services	2,000
Food and Beverage	1,500
Memberships	1,300
Office Equip Leases	4,000
Office Supplies	3,500
Other Contractual services	1,000
Phone and Internet	2,500
Printing Services Contract	1,900
Training/Workshops	8,000
Travel Expenses	1,000
Total Operations	\$35,700

Cost Allocation

Salary and Benefits	1,034,254
Healthcare	62,100
Operations	35,700
Total	\$1,132,054

*New Positions in addition to required internal restructuring

Next Steps

- **Racial Profiling Report Results**
- **Use of Force Report Results**
- **Continued Analysis of Shooting/Discipline Review Boards to include Police Oversight models for Cities with Emerging Programs**
- **Link recommendations to FY2022 Budget Development**
- **Continued Monitoring of Legislative Activity**

Mission

Deliver exceptional services to support a high quality of life and place for our community

Values

Integrity, **R**espect, **E**xcellence,
Accountability, **P**eople

Vision

Develop a vibrant regional economy, safe and beautiful neighborhoods and exceptional recreational, cultural and educational opportunities powered by a high performing government



Thank you!