Selected Key Strategies for Equitable Policing, Community Trust Development & Crime Reduction

Increasing Diversity of Police Force

Work toward a police force that is diverse and representative of the community it serves. Some proven strategies include:

- Aggressively eradicate conscious bias from within police departments
- Understand and manage unconscious bias in police departments
- Adopt proactive and intentional recruitment, hiring and retention strategies
- Ensure that the agency's organizational culture is guided by community policing, procedural justice and cultural inclusivity
- Be willing to re-evaluate employment criteria, standards and benchmarks to ensure they are tailored to the skills needed to perform job functions, and consequently attract, select and retain the most qualified and desirable sworn officers

- Build partnerships with educational institutions and provide internship programs
- Use technology and social media innovatively to communicate with and connect to all members of community
- Implement mentorship programs and leadership training
- Provide incentives such as temporary housing, opportunity for college completion after hiring, or financial bonuses for language skills
- Implement officer recruitment and selection strategies that include assessment of competencies in communication, teamwork, respect for diversity, problem solving, service-orientation and personal awareness

Source: Women in Federal Law Enforcement (WIFLE), "Transforming Law Enforcement by Changing the Face of Policing," September 2016; U.S. Department of Justice and Equal Employment Opportunity Commission, "Advancing Diversity in Law Enforcement," October 2016.
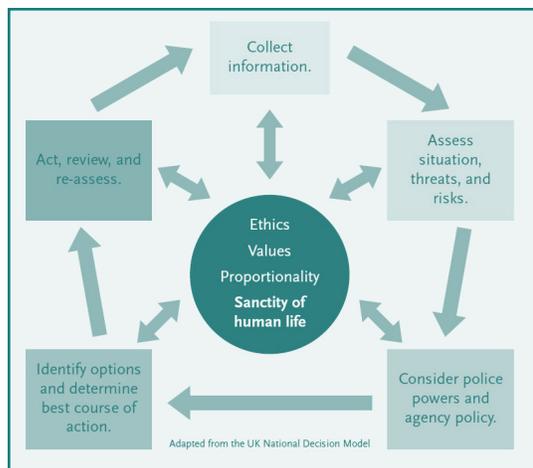
Culture & Mindset

Adopt procedural justice as guiding principle for policies, practices and interactions with community members. Based on four central principles:

1. Treating people with dignity and respect
2. Giving citizens' "voice" during encounters
3. Being neutral in decision-making
4. Conveying trustworthy motives

Work to change police culture from warrior to guardian mindset which is based on the premise that law enforcement are members of the community protecting from within.

Critical Decision-Making Model:

Collect information.

Assess situation, threats, and risks.

Act, review, and re-assess.

Ethics Values Proportionality **Sanctity of human life**

Identify options and determine best course of action.

Consider police powers and agency policy.

Adapted from the UK National Decision Model

Recognize the critical nature of community-police relationships and trust, and follow-through of efforts to strengthen that relationship and trust.

Involve community members from heavily-policed areas in determining public safety priorities, policy development, and in policing oversight boards

Enforce a culture of accountability in which:
1. A civilian oversight body is created to focus on policy, outreach and oversight
2. A disciplinary matrix is used to ensure that discipline is transparent and fair, including for violations that involve bias
3. Investigations of misconduct are comprehensive, objective and timely

Using the Critical Decision-Making Model in the field to encourage officers to think critically and make decisions that are more effective and safe. Involves slowing down the process and:

- Collecting information
- Assessing situation
- Identifying options which may include:
  - Bringing in additional officers & resources
  - Establishing communication with suspect
- Determining best course of action
- Acting, reviewing and re-assessing

Source: The President's Task Force on 21st Century Policing, "Final Report," May 2015; Police Executive Research Forum, "Guiding Principles on Use of Force," March 2016. Graphic Credit: Police Executive Research Forum

Policies, Procedures & Training

- Police officers are members of the communities they patrol.

- **Adopt policies, training, tactics and equipment** that provide officers with more effective tools for handling difficult situations that are proportional to the threat.

- **Discontinue use of outdated concepts,** such as use-of-force continuums, "21-foot rule," and the idea that situations must be resolved quickly. Explicitly recognize the sanctity of human life in use of force policy. Require documentation and supervisory review of all uses of force. Fully incorporate and provide guidance on de-escalation concepts in use of force policies.

- **Supplement use of force training** with specific instruction on:
    - Tactical disengagement
    - Preservation of life strategies
    - Tactical communications to minimize or eliminate the need for use of force
    - Emotional intelligence
    - Stress management for officers during critical incidents

- **Incorporate adequate training** on policing persons with mental illness, and ensure that adequate resources are allocated for crisis intervention for responding appropriately to persons experiencing mental health crises.

- **Institute scenario-based trainings** that integrate:
    - Firearm usage
    - Use-of-force considerations
    - De-escalation
    - Crisis intervention strategies

- **Commit to thorough data collection and analysis** of police-civilian interactions, and to public accessibility to such data

- **Provide adequate training** on the unique considerations of policing youth, and specifically youth of color
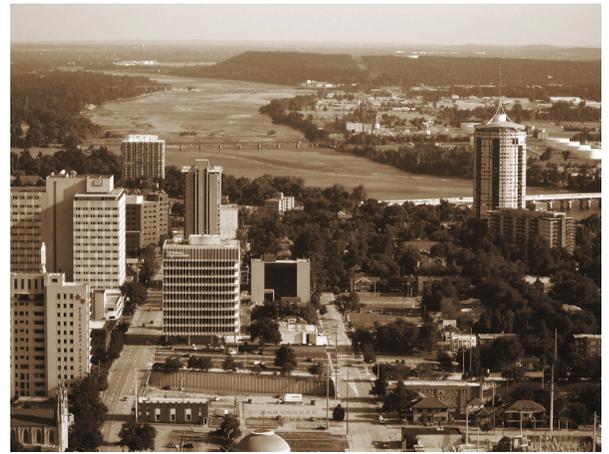
Unbiased Policing

Institute initial and frequently recurring implicit bias training.

Create an assessment of implicit bias training including feedback loops to measure impact.

Review and adjust policies and procedures when needed to ensure effectiveness of implicit bias training.

Integrate unbiased policing principles into law enforcement departments' management, policies and procedures, recruitment, training, personnel evaluations, resource deployment, tactics and accountability systems.

Source: The President's Task Force on 21st Century Policing, "Final Report," May 2015; Police Executive Research Forum, "Guiding Principles on Use of Force," March 2016.

The selected key strategies outlined in this document were gathered by the Community Service Council (CSC) in an effort to facilitate dialogue on the topic of moving toward more equitable policing, community trust development and crime reduction in Tulsa, but are in no way meant to represent a comprehensive list of effective strategies, or to replace the critical process of the Tulsa Police Department (TPD) and the City of Tulsa engaging the Tulsa community directly on what reforms should look like. Additionally, CSC does not mean to infer that some of these strategies are not already being implemented by the TPD.

VIEW THE FULL REPORT AT TULSAEI.ORG

Ei

TULSA EQUALITY INDICATORS

PREPARED BY THE COMMUNITY SERVICE COUNCIL