

# Safer Neighborhoods through Precision Policing Initiative: Tucson Police Department



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# INTRODUCTION

The Tucson, Arizona Police Department (TPD) is one of 15 departments selected to participate in the Safer Neighborhoods through Precision Policing Initiative. SNPPI provides policy review, assessments, training, and technical assistance to a cohort of law enforcement agencies across the nation. The four goals of the initiative are to identify promising strategies that reduce crime; protect officer's safety and wellness; establish productive interagency partnerships with law enforcement and community stakeholders; and implement innovative and effective technologies to help police departments safeguard neighborhoods. This report highlights TPD initiatives, actions, and success around these SNPPI goals. ▀

# METHODOLOGY

Each of the 15 selected departments is assigned a CNA Strategic Site Coordinator (SSC) and a operations analyst to assist with planning, implementation, coordination, and delivery of technical assistance. CNA worked with the Tucson Police Department to develop a customized strategy to capitalize on the great work already in progress across the four policing principles. To do this, CNA looked at the TPD's policies and practices related to: crime reduction efforts; policy effectiveness; technological capabilities; training structures and offerings; and officer safety and wellness philosophies. The CNA team then helped identify targeted Training and Technical Assistance (TTA) opportunities and additional resources to enhance areas related to the principles of precision policing. The team documented these best practices, and will make these proven policing practices available to police departments nationwide in effort to promote the goals of precision policing. ▀

# BACKGROUND

The city of Tucson is the county seat of Pima County and the second largest city in Arizona. Its estimated population in 2016 was 527,586.<sup>1</sup> The Tucson Police Department (TPD) has more than 800 sworn officers and is led by Chief Chris Magnus, who was appointed in 2016.<sup>2</sup>

Chief Magnus has led the department in strengthening outreach with the community, promoting officer safety and wellness, securing additional training for officers, and restructuring the department's use-of-force policies. ▀

## Tucson Police Department Profile

**Leadership: Chief Chris Magnus**  
*(since 2016)*

**Population:** Approx. 530,706 residents

**Area:** 226.7 sq. miles

**Sworn Officers:** 2000+

**Total Crime (2016):** 35,510 offenses  
- **Violent Crime:** 4,245 offenses  
- **Property Crime:** 31,265 offenses

**Website:** <https://www.tucsonaz.gov/police>



1 United States Census Bureau, Population Estimates Program (PEP), Updated annually. <http://www.census.gov/popest/>.  
2 City of Tucson Police Department, "TPD Recruiting About Us." 2016. <https://www.tucsonaz.gov/police/tpd-recruiting-about-us>

## ESTABLISH PRODUCTIVE INTERAGENCY PARTNERSHIPS

The Tucson Police-Community Advisory Council (PCAC) was created in June of 2017 to facilitate communication between TPD and the communities it serves. The duties of PCAC include soliciting input from community members on issues of public safety and policing policies and priorities and advising and making recommendations to the Chief of Police. The PCAC helps TPD understand community opinion and promote individual and group involvement in implementing TPD programs, while freeing up departmental resources to focus on issues of policing strategy. Currently, the PCAC is assisting TPD in analyzing and improving recruitment methods, including recruiting more female and minority officers. The PCAC is considering alternative responses to calls for service in an effort to improve delivery of service, timeliness, and the ability of officers to use their time on community engagement.

The PCAC is also exploring potential adoption of a drone program to make full use of the newest technologies. The drone program will decrease the time community members and officers have to devote to dealing with street closures as a result of a fatal traffic collision. Currently, these closures can take more than 10 hours; however, by using drones, this time could be reduced to less than 2 hours. Realizing that community buy-in and support is critical to implementing new technologies, the department has actively engaged its community in showing the benefits of these force multipliers.

TPD is also working to reinvigorate and expand its Police Assist Group (PAG) consisting of community volunteers. Although the program has been in place at TPD for a number of years, participation has decreased. TPD plans to put a new emphasis on the program, including increasing the number of volunteer hours from 16,000 in 2017 to 20,000 in 2018 and to more than 30,000 in 2019. TPD's aim is to have the PAG volunteers perform customer-service-oriented activities, such as responding to low-level calls and providing information to citizens who come to TPD stations. The department envisions using these volunteer resources to: serve as the point control at scenes of a collision or a malfunctioning traffic light, canvas neighborhoods for missing individuals, engage in crime prevention by going door-to-door in high-crime areas, and help with response to calls for service such as found property or stalled vehicles. Volunteers can also be trained to retrieve evidence, work the front desk in a substation, and answer questions for community members. By leveraging PAG volunteers, the department will be able to free-up officers' time, allowing them to be more actively engaged in community outreach activities.

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Specific duties of the PCAC include:

- Serving as a liaison between the TPD and the diverse communities it serves
- Holding public meetings to solicit community input on police services and programs
- Assisting the TPD in identifying issues of community concern and developing priorities and solutions to address them
- Reviewing and providing a community perspective and recommendations concerning TPD policies, procedures, and programs
- Encouraging individuals and community groups to assist the TPD in implementing police programs and services
- Establishing and maintaining a dialogue with neighborhood-based organizations to identify and resolve barriers to engagement
- Promoting public awareness of the city's police services and programs
- Reviewing and making recommendations concerning any other matters that may be referred to the Council, from time to time, by the Chief of Police.

In 2017, the TPD Training Division worked to enhance community involvement in the officer training process. As a result, 170 civilian role players from the Tucson community have volunteered to assist in scenario-based training exercises for the department. This has given the community the ability to be part of the training curriculum and has added a new level of realism to the scenarios. These volunteers will also be incorporated into the Basic Training program.

In 2017, the Sergeants Training Program was completely redesigned. The changes included a revamp and update of the Sergeants Academy and Sergeants Field Training program and the creation of a year-long training period to orient new sergeants to all the resources

the department has to offer. The new program includes a focus on community involvement and the creation of an immersion program to acquaint new sergeants with local non-governmental agencies and non-profits and the resources they provide. TPD's goal is to deliver the best training possible to its first-line supervisors, as they are the future leaders in the department and an influential resource for newer officers.



and is designed to enhance the overall well-being of officers. TPD is implementing numerous new approaches to officer safety and wellness that are informed by new technologies and practices.

## Behavioral Sciences Unit

The Behavioral Sciences Unit (BSU) conducts protocols for officers to return to duty after an officer-involved shooting. It can also provide referrals for individual and/or family therapy and provide executive or personal coaching and team building. The BSU provides consultations for all TPD staff, post-trauma or crisis debriefing, and military post-deployment reintegration. The unit also facilitates training in leadership, emotional intelligence, cultural diversity, stress management, post-trauma issues, conflict resolution, alcohol addiction and abuse, retirement, and suicidal risk. The BSU conducts periodic wellness visits to detectives in various specialized units, such as: Child Physical Abuse, Child Sexual Abuse, Internet Crimes Against Children, and the Office of Professional Standards. The BSU is a resource to all officers and aims to strengthen the department by proactively ensuring officers are able to best perform their duties.

## Internal Communication

TPD emphasizes the importance of internal communication for strengthening unity among its officers and its community. To enhance communication, TPD distributes Senior Staff Meeting Minutes, department-wide text messages, department resumes, and emails from the Chief. This communication allows for officers to understand the department's mission, receive praise for excellent work, and be encouraged to engage with their community and other department members.

### Senior Staff Meeting Minutes

The Senior Staff Meeting Minutes are written by the TPD Executive Officer and emailed to all officers in the department. This means of communication is hugely popular with officers as it allows them to understand leadership directives and decisions. Topics vary greatly meeting-to-meeting, but past minutes have covered the officer training process, high-profile use-of-force incidents, body-worn camera rollout, and alternatives to jail programs. Officers like receiving the minutes because they allow them to understand the environment across the department and the topics the command staff is discussing.

### Tucson's Finest Newsletter

In December 2017, TPD introduced a regular internal newsletter, titled *Tucson's Finest*, that highlights and emphasizes the good work and accomplishments of TPD professional and sworn staff. Each newsletter includes two to four brief success stories, upcoming dates of interest in the department, a fitness tip, a medical and health tip, and photos from the department. Each newsletter is emailed to all TPD employees. Since the newsletters began to be distributed, officers have expressed significant positive feedback that the department is taking the time to recognize its exceptional members.

## PROTECT OFFICER'S SAFETY AND WELLNESS

The philosophy of TPD is that there is direct correlation between officers' emotional and physical preparedness and their ability to perform optimally. TPD's approach to promoting officer wellness is comprehensive and executed through a number of department functions

## Annual Family and Wellness Day

TPD held their Inaugural Family and Wellness Day, which took place March 10, 2018 and garnered almost 600 registrants. It was an all-inclusive day of fun and education for TPD employees and their families. Participants were invited to engage in a series of educational classes, including those on finances, retirement planning, educational planning, career development, effective communication, and diet and exercise. The event is a yearly "pit stop" for TPD staff to provide them with additional tools, increase their resiliency and connectedness with one another, and to promote a culture of officer wellness both on and off the job.



## Workout On-Duty Protocol

TPD has established a “workout on-duty” protocol that would encourage staff to spend time exercising on duty. The department has proposed 30 minutes of on-duty exercise time for patrol staff to promote healthy habits. The time can be taken at the beginning or end of an officer’s shift to encourage arriving early at the gym or staying late. The department is extending the on-duty exercise benefit to professional, non-sworn staff as well to promote higher fitness standards across the department. The workout on-duty program coincides with the monthly TPD wellness email. The email goes out to all department members and offers a monthly fitness competition, (e.g., most calories burned, most miles walked/run, most push-ups). The top finisher is awarded a fitness-related prize (donated to the department from area businesses).

## Career Enhancement Program

TPD will also be extending its Career Enhancement Program to professional, non-sworn staff. The Career Enhancement Program aims to enhance employee skills, productivity, and health and wellness by offering additional compensation to eligible members. The program involves a point system, where employees receive points based on attainment of established standards for education, assignment experience, and physical fitness. The program will encourage physical fitness, skill-building, and professional growth, as well as contribute to departmental cohesion as members grow together.

## Early Intervention Program

TPD has proposed an Early Intervention Program, which will focus on officer wellness, not officer discipline. It will be a monitoring

system to alert supervisors of employees that are potentially in need of additional support, resources, or training.

## Training

In early 2017, the Advanced Officer Training Section retooled the in-service training provided to department personnel to better equip officers in the field. A new focus was given to scenario-based training exercises designed to integrate a wide variety of training topics and build upon prior trainings. The following is a list of training topics for 2017 that are being built upon in 2018:

- Officer safety
- Critical decision making
- De-escalation
- Full-service police/community-based policing
- Crisis response
- Communication. ▀

## IMPLEMENT INNOVATIVE AND EFFECTIVE TECHNOLOGIES

TPD began a comprehensive review of its use-of-force policy in 2016. As part of this process, the department:

- Completed a review of nationally accepted best practices
- Conducted peer-to-peer site visits with multiple police departments to better understand their lessons learned and best practices
- Procured new tracking and reporting software that will help to better track data on use-of-force incidents
- Consulted experts with knowledge of the latest federal recommendations and best practices.





As a result of the review process outlined above, the department devised and implemented its new Use-of-Force policy in the fall of 2017. This comprehensive revision led to the department's ability to forge new relationships with local community groups to more fully support the TPD's, "full-service policing" ideology. The department implemented new software systems to monitor and track use-of-force incidents and created new Force and Critical Incident Review Boards that included the community.

### **IAPro for Data-Driven Monitoring and Solutions**

To support the new policy, TPD began using IAPro to track use of force by its officers in order to determine situations where retraining, counseling, or intervention may be needed. IAPro will also help to categorize use-of-force incidents by the type of force and will track more comprehensively how often and what kind of force is used. Improvements in tracking will better position the department to identify the training needs of its officers. This system will also be useful in reviews of force in order to share examples of appropriate use of force with officers.

### **Force Review Board (FRB)**

TPD conducts an internal review of all use-of-force incidents. In 2016, executive command staff determined that it would be prudent to revise its use-of-force reporting procedures to ensure more comprehensive and timely reviews. As a result of this shift, TPD created a Force Review Board (FRB) that includes several community members and made changes to its review processes. The board convenes regularly to review and discuss use-of-force incidents. It reviews all intermediate-level and K9 uses of force, as well as a sampling of lower-level uses of force. The board reviews cases after the involved chain-of-command has conducted an investigation and review, but prior to final closing of the investigation.

This allows the board to examine not only the force incident, but the ensuing investigation as well. The FRB has facilitated improvements in procedure transparency, more comprehensive reviews of force-related incidents, better training opportunities, better communication with the community, and improved relationships with community groups.

### **Critical Incident Review Board**

TPD also implemented a Critical Incident Review Board (CIRB) for review of lethal uses of force. Prior to the creation of CIRB, TPD would review major critical incidents with a Board of Inquiry. These boards had limited numbers of personnel, and, each time a board was convened, it would be made up of new personnel. As a result, it took an extended period of time for the board finding to be released. Previous critical analysis review processes took well over a year to produce a finalized report and, sometimes, two years, which caused a significant lag time in accomplishing training related to use-of-force incidents. The CIRB is too new to provide comparative data, but TPD hopes to shorten review times and provide faster feedback to involved officers, the community, and the Training Division regarding a critical incident. TPD also aims to use the CIRB and IAPro to conduct reviews that take into account circumstances leading up to the incident, the incident itself, follow-up of the incident, and the role of the department. ▀

## **LESSONS LEARNED FROM SNPPI TTA**

TPD participated in various TTA activities through SNPPI, including guidance from subject matter experts on implementing a body-worn camera program, an officer wellness-focused Early Intervention Program, and new use-of-force policies. In addition, five representatives from the Tucson Police Department visited

the Arlington, Texas, Police Department (APD), a fellow Initiative site, in October 2017. The visit focused on: (1) exploring APD's successful volunteer program and Public Information Office, and (2) determining how aspects of APD's approach could be implemented in Tucson to strengthen police-community relations and support the work of the department.

### **Lessons Learned from the Arlington, Texas, Police Department Site Visit**

The idea of a volunteer program was reprioritized after members of TPD visited the Arlington, Texas, Police Department (APD). APD has approximately 300 citizens involved in its service delivery volunteer programs. There are volunteer opportunities throughout the agency, to include the property room, patrol, detective assistance, and personnel and recruiting. APD inspired TPD to realize that it was not using its volunteer program to the fullest extent of engaging the community and assisting the department. APD serves a similarly sized population and has an agency similar in size to TPD, but APD recorded three times as many volunteer hours in 2017. TPD feels that, after the success of recruiting 170 community volunteers to assist in its training academy, it can achieve a number of overall volunteer hours similar to that of APD. The reinvigoration of the PAG will begin to have a positive impact on the Tucson community and TPD officers as soon as March 2018.

TPD learned that APD utilizes PowerDMS to access and maintain all General Orders. APD also conducts regular "roll call" training via

PowerDMS, which is similar to TPD's previous "6 Minute Training Scenarios," CityLearn training, and some PowerDMS training. TPD will take lessons learned from Arlington to advance its own use of PowerDMS.

TPD's new internal newsletter, *Tucson's Finest*, was inspired by TPD's trip to the Arlington, Texas, Police Department. APD distributes an internal newsletter every week, and the biggest takeaway for TPD from APD's Public Information Office is the importance of internal communication. If done right, it will show all members how much they are valued. TPD will emulate the work of APD's Public Information Office in strengthening internal communications.

### **Lessons Learned from Body-Worn Camera Subject Matter Expert Assistance**

Subject matter expert and Phoenix Police Department Assistant Chief Mike Kurtenbach visited the Tucson Police Department in June 2017 to offer expertise on developing body-worn camera policies, training officers, and successfully implementing body-worn camera use across the department. In 2017, the City of Tucson passed a 0.5-percent tax increase, part of which went towards the Tucson Police Department for technology investments. TPD issued body-worn cameras to all officers in regular contact with the community at the beginning of 2018, ensuring that its officers are accountable and the department is benefiting from comprehensive use of the latest technologies. ■





## FINAL THOUGHTS

Through the adoption of new officer safety and wellness initiatives and efforts to increase internal communication, TPD has empowered its officers to better serve members of the Tucson community. In addition, Tucson has set up officers and supervisors for success in offering new, community-oriented trainings that encourage TPD members to recognize the nuances of their community and residents. Tucson has also created opportunities for community members to interact directly with, and provide their feedback to, the department through volunteer opportunities. Tucson altered the way it responds to use-of-force incidents by better educating its officers, engaging its community, and promoting use-of-force optimization. Finally, Tucson has embraced the goals of precision policing through utilizing technology to maintain officer wellness and to promote public safety. ▀

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