

# Safer Neighborhoods through Precision Policing Initiative

TUCSON (ARIZONA) POLICE DEPARTMENT



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## Introduction

The Tucson (Arizona) Police Department (TPD) is one of 15 law enforcement agencies selected to participate in the Office of Community Oriented Policing Services (COPS Office) Safer Neighborhoods through Precision Policing Initiative (SNPPI). 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 officers' safety and wellness, establish productive interagency partnerships** with law enforcement and community stakeholders, and **implement innovative and effective technologies** to assist police departments to safeguard neighborhoods.

## Methodology

Each of the 15 selected departments is assigned a CNA Strategic Site Coordinator (SSC) and an operations analyst to assist with planning, implementing, coordinating, and delivering technical assistance. CNA worked with the TPD 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 training and technical assistance (TTA) opportunities and additional tools and resources to enhance areas related to the principles of precision policing. The CNA team documented these best practices and will share these initiatives with police departments nationwide to promote public safety.

- **Leadership:** Chief Chris Magnus (since 2016)
- **Population:** Approx. 530,706 residents
- **Area:** 226.7 sq. miles
- **Sworn officers:** 2,000+
- **Total crime (2016):** 35,510 offenses
- **Violent crime:** 4,245 offenses
- **Property crime:** 31,265 offenses
- **Website:** <https://www.tucsonaz.gov/police>

## Background

The city of Tucson is the county seat of Pima County and the second largest city in Arizona. Its estimated population in 2017 was 535,677.<sup>1</sup> The TPD has more than 800 sworn officers and is led by Chief Chris Magnus, who was appointed in 2016.

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.

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1. United States Census Bureau, Population Division, "Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2017: more information: 2017 Population Estimates," released March 2018, <https://factfinder.census.gov/bkmk/table/1.0/en/PEP/2017/PEPANNRES/0400000US04.16200>.





## Establishing Productive Interagency Partnerships

The Tucson Police-Community Advisory Council (PCAC) was created in June 2017 to facilitate communication between the TPD and the communities it serves. The PCAC solicits input from community members on public safety issues and policing policies and priorities. It also provides advice and recommendations to the chief of police. The PCAC helps the TPD understand community opinion, and it encourages individuals and groups to get involved in TPD programs. It also frees up departmental resources to focus on issues related to policing strategy. Currently, the PCAC is helping the TPD analyze and improve recruitment methods, including the recruitment of more female and minority officers. The PCAC is considering alternative responses to calls for service to improve its delivery of service, its timeliness, and officers' ability to use their time on community engagement. The PCAC is also exploring a potential drone program, which will decrease the time community members and officers have to devote to dealing with street closures as a result of fatal traffic collisions. Currently, these closures can take more than 10 hours. Using drones could reduce this time to less than two hours. Community buy-in and support is critical to implementing new technologies, so the department is actively engaging its community by showing the benefits of drones and other force multipliers.



The TPD is also reinvigorating and expanding its Police Assist Group (PAG) of community volunteers. Although the PAG program has existed since 1977, participation has decreased. The department 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. The TPD aims to have PAG volunteers perform customer-service activities, such as responding to low-level calls and providing information to citizens who come to TPD stations. The department envisions that these volunteer resources will serve as the point control at scenes of collisions or malfunctioning traffic lights, canvass neighborhoods for missing individuals, engage in crime prevention by going door to door in high-crime areas, and help respond 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 free up officers' time, allowing them to be more actively engaged in community outreach activities.*

## Tucson Police-Community Advisory Council

The Police-Community Advisory Council (PCAC) solicits input from community members on public safety issues and policing policies and priorities. It also provides advice and recommendations to the chief of police.

Specific duties of the PCAC include the following:

- 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 TPD policies, procedures, and programs and providing a community perspective and recommendations
- 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 other matters referred to the council by the chief of police

In 2017, the TPD Training Division enhanced 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. The community's involvement in the training curriculum 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 TPD revamped and updated the Sergeants Academy and the Sergeants Field Training program and instituted a year-long training period to orient new sergeants to all the department's resources. The new program is immersive and focuses on community involvement, acquainting new

sergeants with local nongovernmental agencies and nonprofits and the resources they provide. The TPD's goal is to deliver the best training possible to its first-line supervisors because they are the future leaders in the department and an influential resource for newer officers.

### **Internal communication**

The TPD emphasizes the importance of internal communication for strengthening unity among its officers and its community. To enhance communication, the department distributes senior staff meeting minutes, department-wide text messages, department resumes, and emails from the chief. This communication allows 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 TPD executive officer writes the senior staff meeting minutes and emails them to all officers in the department. This means of communication is hugely popular with officers because 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. The minutes give officers insight into the environment across the department and the topics the command staff is discussing.

### ***Tucson's Finest* newsletter**

In December 2017, the TPD introduced a regular internal newsletter—*Tucson's Finest*—that highlights the good work and accomplishments of TPD professional and sworn staff. Each newsletter includes two to four brief success stories, upcoming dates of interest to 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 introduction of the newsletter, officers have expressed significant positive feedback about the department taking time to recognize its exceptional members.



## Protecting Officer Safety and Wellness

The TPD believes officers' emotional and physical preparedness is directly correlated to their ability to perform optimally. The department's comprehensive approach to promoting officer wellness strives to enhance officers' overall well-being. The 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) is a resource to all officers and aims to strengthen the department by proactively ensuring officers can best perform their duties. The BSU provides formal support, in the form of debriefings and protocols, for officers returning to duty following military deployment, officer-involved shootings, and other crises and traumas. The unit also provides executive and personal coaching and team building, and it facilitates training in leadership, emotional intelligence, cultural diversity, stress management, conflict resolution, alcohol addiction and abuse, retirement, and suicide risk.



It can also provide referrals for individual or family therapy. In addition, it conducts periodic wellness visits to detectives in various specialized units, such as the Child Physical Abuse, Child Sexual Abuse, and Internet Crimes Against Children units, and the Office of Professional Standards.

### **Annual Family and Wellness Day**

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

### **Workout on duty protocol**

The TPD has established a workout on duty protocol to encourage staff to exercise 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—that is, officers who arrive at the gym an hour before their shift begins can spend an hour and a half at the gym and count the last half-hour as the first half-hour of their shift. The department is also extending the on-duty exercise benefit to professional, nonsworn staff to promote higher fitness standards across the department. The workout on duty program was launched in conjunction with the monthly TPD wellness email. This email goes out to all department members and offers a monthly fitness competition, (e.g., most calories burned, most miles walked or run, most pushups). The winner is awarded a fitness-related prize (donated to the department from area businesses).

### **Career Enhancement Program**

The TPD also extended its Career Enhancement Program to nonsworn professional staff. The Career Enhancement Program aims to enhance employee skills, productivity, and health and wellness by offering additional compensation to eligible members. The program uses a point system, with employees receiving points based on attaining 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 department cohesion as members grow together.

### **Early Intervention Program**

The TPD has proposed an Early Intervention Program to alert supervisors to employees who potentially need additional support, resources, or training. The program will focus on officer wellness, not officer discipline.

### **Training**

In early 2017, the Advanced Officer Training Section retooled the in-service training for department personnel to better equip officers in the field. The new approach focuses on scenario-based training exercises that integrate a wide variety of training topics and build upon prior trainings. Training in 2018 built upon the following training topics from 2017:

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





## Implementing Innovative and Effective Technologies

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

- 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 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 this review process, the department devised and implemented its new use of force policy in fall 2017. 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. These comprehensive changes improved the department's ability to forge new relationships with local community groups to more fully support its full-service policing ideology.





### **IAPro for data-driven monitoring and solutions**

To support the new use of force policy, the TPD began using IAPro, professional standards and incident management software, to track officer use of force incidents and identify situations in which retraining, counseling, or intervention may be needed. IAPro also categorizes use of force incidents by the type of force, and it comprehensively tracks the frequency of each type. Improved tracking will better position the department to identify the training needs of its officers. This system will also be useful for showing examples of appropriate use of force to officers during reviews.

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

The TPD conducts an internal review of all use of force incidents. In 2016, executive command staff determined it would be prudent to revise its use of force reporting procedures to ensure more comprehensive and timely reviews. As a result of this revision, the department created a Force Review Board (FRB) that includes several community members. 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 the final closing of the investigation. In this way, the board can examine not only the use of force

incident but also the ensuing investigation. The FRB has facilitated greater procedural 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**

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

## **Lessons Learned from SNPPI TTA**

The 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 TPD visited the Arlington (Texas) Police Department (APD), a fellow SNPPI site, in October 2017. The visit focused on exploring the APD's successful volunteer program and Public Information Office and on determining how aspects of the 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 TPD reprioritized its volunteer program after the visit to Arlington. The APD has approximately 300 community members involved in its service delivery volunteer programs. There are volunteer opportunities throughout the agency, including the property room, patrol, detective assistance, and personnel and recruiting. The APD inspired the TPD to realize it was not fully leveraging the potential of its volunteer program for engaging the community and assisting the department. The APD is a similarly sized agency serving a similarly sized population, but the APD recorded three times as many volunteer hours as the TPD in 2017. The 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 the APD. The reinvigoration of the PAG has been positively impacting the Tucson community and TPD officers since spring 2018.

The TPD learned that the APD uses PowerDMS to access and maintain all General Orders. The APD also conducts regular roll call training via PowerDMS, which is similar to CityLearn training and to the TPD's previous "6 Minute Training Scenarios." The TPD will take lessons learned from Arlington to advance its own use of PowerDMS.





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

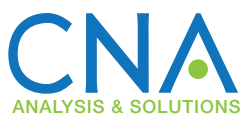
#### **Lessons learned from body-worn camera subject matter expert assistance**

Subject matter expert and Phoenix (Arizona) Police Department Assistant Chief Mike Kurtenbach visited the TPD in June 2017 to offer expertise on developing body-worn camera policies, training officers in camera operation, 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 TPD technology investments. The 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 that the department is benefiting from the latest technologies.



## Conclusion

By adopting new officer safety and wellness initiatives and efforts to increase internal communication, the TPD has empowered its officers to better serve the Tucson community. In addition, the TPD is setting up its officers and supervisors for success by offering new, community-oriented trainings that encourage TPD members to recognize the nuances of their community and residents. The TPD 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 using technology to maintain officer wellness and promote public safety.



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