



Safe and Secure City Cross-Functional Team *Update*

*Item #2-
9.14.2020*

Table of Contents

- 1. Overview (Tommy Gonzalez)**
- 2. CFT Operations (Dionne Mack)**
- 3. Team Lead Reports:**
 - 1. Approach for Best Practices + Comparative Analysis (Denice Sepulveda)**
 - 2. Training Focus (Cary Westin)**
 - 3. Report on Racial Profiling (Zina Silva)**
 - 4. Composition and scope of the El Paso Discipline Review Board and the Shooting Review (Bruce Collins)**
 - 5. Reporting use of force and deadly force incidents (Claudia Lujan)**

1. Overview

Tommy Gonzalez

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.

2. CFT Operations Overview

Dionne Mack

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

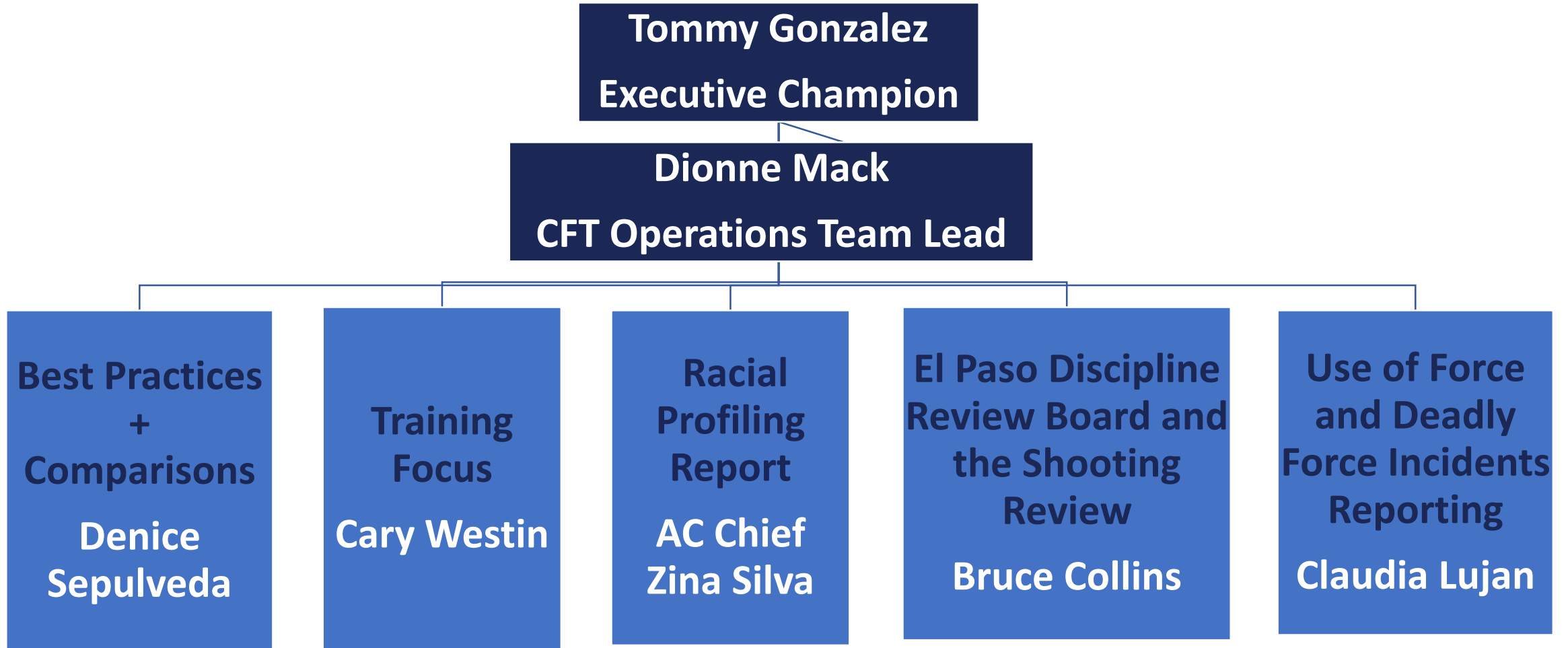
4. Utilize various methods for reporting use of force and deadly force incidents, the percent of officers with a history of sustained use of force incidents, the number of complaints; and

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



Team Organizational Chart



Team Organizational Chart

Team Members:

- Police Department Executive Team & Academy personnel
- Sasho Andonoski, Denice Sepulveda (Office Management & Budget)
- David Coronado, Roberto Tinajero (International Bridges)
- Alex Hoffman, Daniela Quesada (Capital Improvement Department)
- Nickole Heater-Rodriguez (Community & Human Development)
- Bruce D. Collins, Aimee Olivas (Purchasing and Strategic Sourcing)
- Mariano Soto, Raul Garcia (Planning & Inspections)
- Lupe Martinez (City Attorney's Office)
- Anelisa Benavides (City Attorney's Office)
- Eric Gutierrez (City Attorney's Office)
- Oscar Gabaldon (City Attorney's Office)
- Valerie Rodriguez, Claudia Lujan (Human Resources)
- Cary Westin, Tracey Jerome, Sam Rodriguez (City Manager's Office)
- Performance Office

3. Team Lead Reports

1. Best Practices + Comparisons

Denice Sepulveda

What Cities were Selected & Why

- The Planned Project Outcomes of the PD CFT Charter #5 recommends “implementation of best practices in policing, in comparison to no less than five (5) cities of similar size and demographics and/or top ten (10) safest cities..”
- In selecting the comparison cities, segments were taken from the above recommendations
- In 2019 the El Paso Police Department (EPPD) was awarded a top five placement out of the Ten Safest Large Cities by Advisor Smith the top three were selected as part of this comparison.
- Historically, when conducting contract negotiations, the EPPD will look to the 7 “Sister cities”; Albuquerque, NM, Austin, TX, Dallas, TX, Houston, TX, Phoenix, AZ, San Antonio, TX and Tucson AZ for comparison – the two most similar cities were selected.

CITY	POPULATION	# OF OFFICERS
1. Virginia Beach, VA	449,974	833
2. Henderson, NV	320,189	660
3. San Diego, CA	560,513	1,731
4. Tucson, AZ	548,073	1,108
5. Albuquerque, NM	560,513	964
6. El Paso, TX	681,728	1,153
7. San Antonio	1,547,253	2,358

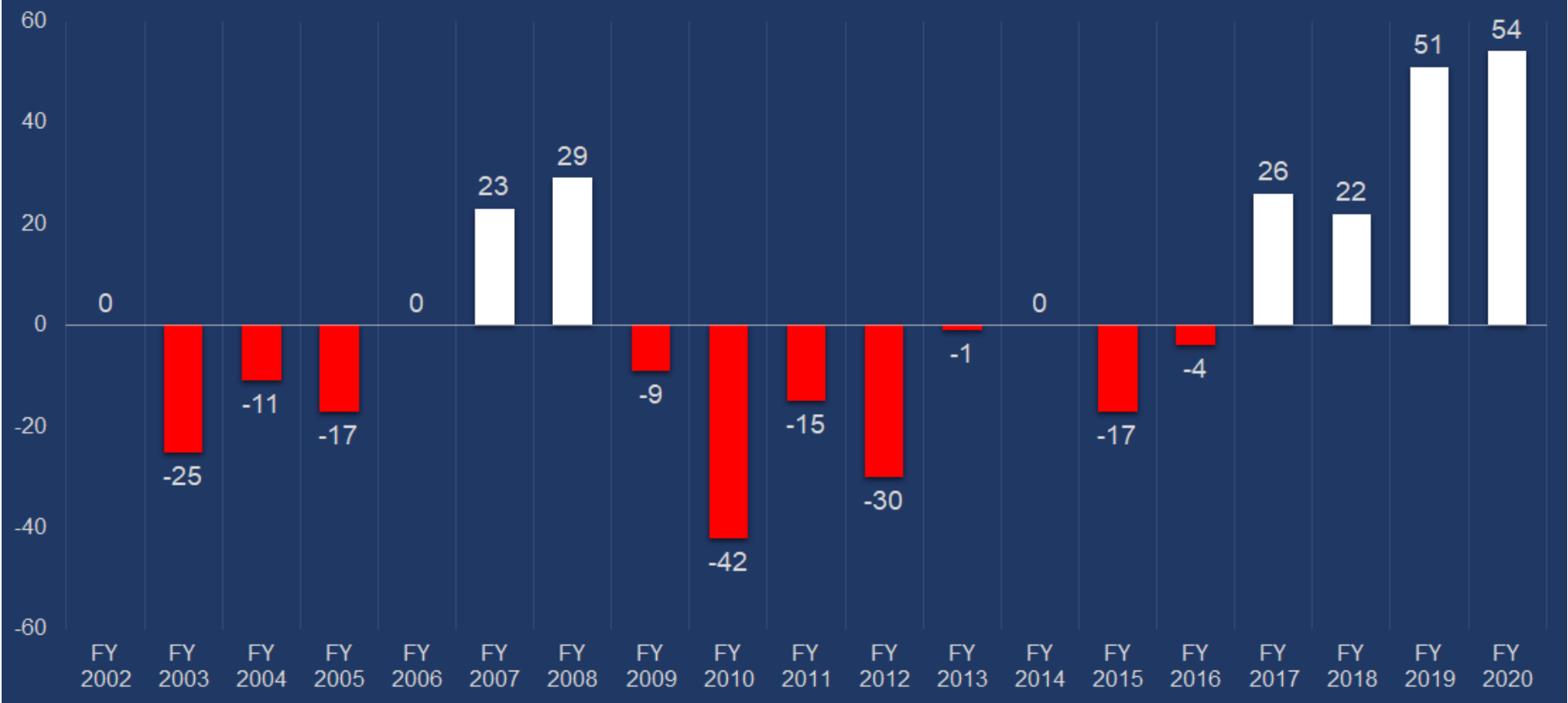
Selected Cities

	Sister Cities			Ten Safest Large Cities			
	Albuquerque, NM	San Antonio, TX	Tucson, AZ	El Paso, TX	Henderson, NV	Virginia Beach, VA	San Diego, CA
Total Budget	\$1,107,743,000	\$2,931,629,818	\$1,556,402,430	\$1,046,842,912	\$610,258,634	\$2,891,273,213	\$4,344,554,161
Police Budget	\$210,057,000	\$511,215,617	\$193,274,430	\$162,428,365	\$126,794,190	\$106,129,479	\$547,063,945
Total Population	560,513	1,547,253	548,073	681,728	320,189	449,974	560,513
Black	3.2%	6.9%	5.1%	3.8%	5.7%	19.0%	6.5%
Hispanic	49.0%	64.2%	43.2%	80.9%	16.4%	8.0%	30.1%
White	73.5%	80.5%	72.4%	80.8%	76.1%	66.7%	64.8%
Asian	2.8%	2.8%	3.2%	1.4%	7.8%	6.6%	16.7%
Sworn officers	964	2,358	1,108	1,153	660	833	1,731
Total PD FTE's	1630.00	3637.00	1149.50	1512.60	699.00	1059.86	2655.14

*Percentages based on City's top 4 demographics (Race/Ethnicity)

*Total City budget based on Adopted FY 2020 All Funds

Net Change in # Uniform Police Staff

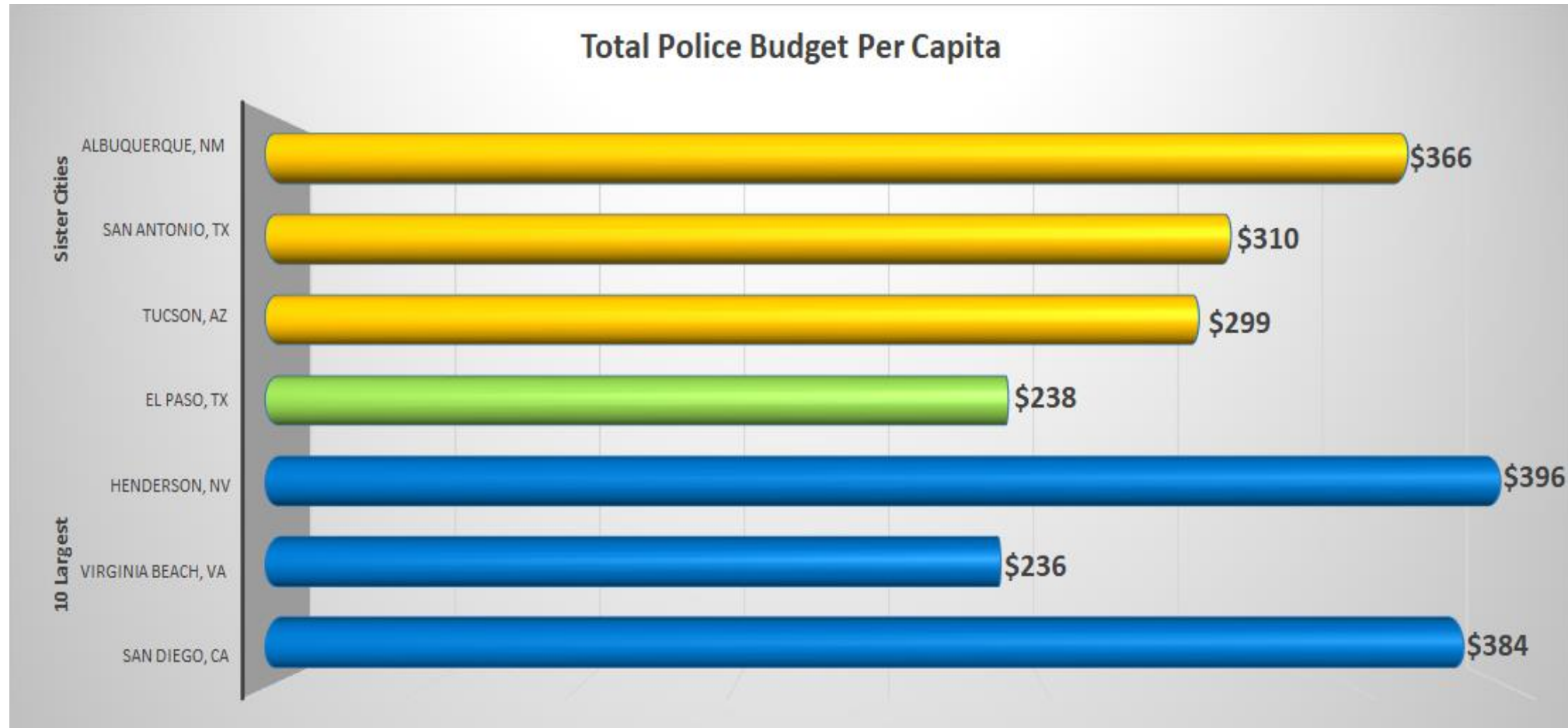


Police Uniform Staffing

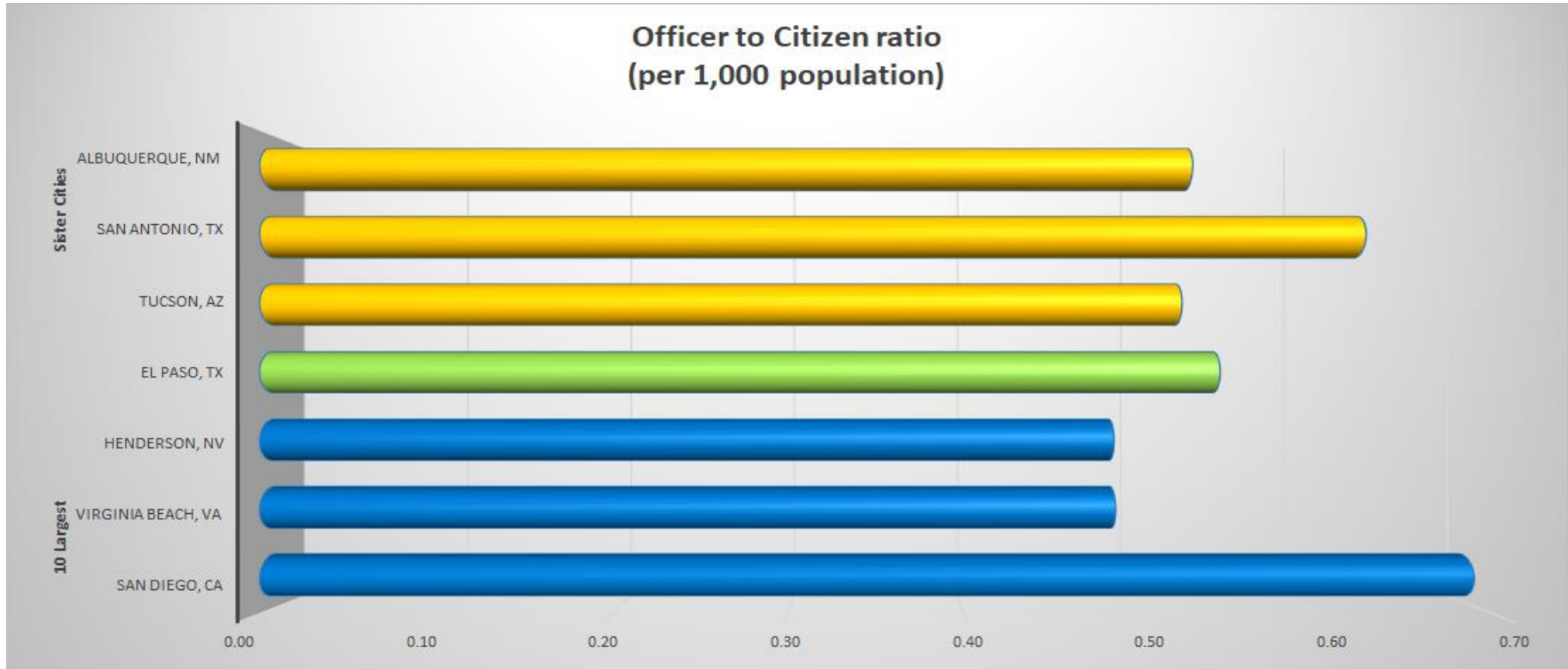
	2017	2018	2019	2020	2021	2022
FY Start (Filled)	1,019	1,045	1,068	1,118	1,173	1,157
Attrition	56	40	49	50	50	50
New Officers/Reinstated	82	63	99	105	34	90
Variance	26	23	50	55	(16)	40
FY End	1,045	1,068	1,118	1,173	1,157	1,197

*2017 – 2022 Projected net increase of 178 Officers
 *FY 2022 129th Academy projected to begin 12/2021 with 45 cadets

Budget Comparisons



Budget Comparisons



Equity Report

- Racial Profiling Reports
- Equity Profiles
- Equity Needs Assessments

Office of Equity

- Research whether specified city has a dedicated Office of Equity or is in the process of creating one

Racial Equity Training

- Organization-Wide Training
- Specific to Police Department
- Goals of Training

	Equity Report	Office of Equity	Racial Equity Training
San Diego, CA		*	
Albuquerque, NM	X	X	X
San Antonio, TX	X	X	X
Tucson, AZ	*		
Henderson, NV			X
Virginia Beach, VA	X		X

* Denotes that the city has approved or adopted, but the action is not currently in place
 X Denotes that the city has the action in place

Next Steps:

- Analyze Reports & Best Practices
- Connect with Texas CROs and Equity Officers
- Make Recommendations to PD CFT



Cross-Functional Team

- Purchasing & Strategic Sourcing
- Economic Development
- Community Development
- El Paso Public Libraries
- Performance Office

Partners + Collaborators

- Small Business Development Center
- Contract Opportunities Center
- Hispanic Chamber of Commerce
- El Paso Chamber
- Workforce Solutions Borderplex
- Hub of Human Innovation
- Southwest Minority Supplier Development Council
- Small Business Administration
- UTEP Center for Hispanic Entrepreneurship
- El Paso County

Roughly 2 years ago the City of El Paso started on a journey to address equity and the impact of racism by submitting and ultimately winning two grants from Living Cities.

Living Cities consists of foundations such as the Kellogg Foundation, McArthur Foundation, Rockefeller Foundation, Ford Foundation and 10 other foundations.

There are roughly 1.5 trillion dollars awarded annually in government contracts every year.

As participants in this cohort, we shared best practices for building up our business ecosystem for people of color.

The City was the only city that received a second grant from Living Cities focused on Inclusive Procurement.

The Undoing Racism Training was a major pillar and requirement for receiving the grant.



Cohort 5 focused on strategies for building a seamless support system for local businesses to more easily grow and hire more people, with a particular focus on entrepreneurs of color.

Required Racial Equity Training:

- We learned the terminology of racism, the institutionalism of racism and how it impacts the small businesses within our ecosystem.
- Austin community representatives were in attendance
- Members of the Austin Police were also in attendance
- Allowed us to view our work through a racial equity lens.

“The *Undoing Racism* workshop is distinct from the “diversity trainings” offered by many human resources departments. The two-and-a-half day sessions offer powerful language, definitions and history that seek to unmask the visible and invisible role of racism that lives in our systems, institutions and relationships.”

– *Matt Baer, Living Cities*



City of El Paso was the only city to win two consecutive City Accelerator grants

Required Racial Equity Training:

- Refresher from initial Racial Equity Training
- Inclusive Procurement cohort city representatives were in attendance
- Members of the Atlanta, GA community were also in attendance

Inclusion of Minority, Women, & Veteran Businesses in contracting process

- Equity and Economic Opportunity
 - Economic Policy
 - Place Based-Innovation
- Sharing Best Practices associated with leveraging public purchasing power at the local level
- Equalizing access and opportunity for businesses owned by people of color
- Identify and develop the infrastructure needed to establish a certification program.
- Highlighted El Paso Leadership Racial Equity Training as a deliverable.

Racial Equity Training – **Undoing Racism®**

- CFT Members will attend virtual training – Four-day session
- Develop a common definition of racism and an understanding of its different forms
- Reflect on one's connection to institutional racism
- Racial impacts on the work environment
- Understanding of how everyone is adversely impacted by racism

Best Practices for Polices: Community Policing

Community Policing that fosters trust and communication

Current EPPD Programs

1. Communication and Transparency Strategies:

Neighborhood Watch Program

- Next Door App

Citizen Advisory Board

- Citizen and Youth Academy
- National Night Out
- Explorer Program

Code Watch

Social Media

New – Camera Registration Program

Volunteer Programs

- Victim Response Teams
- Disabled Parking Enforcers
- Chaplain Program
- Discipline Review/ Shooting Review Boards
- New - Citizens on Patrol
- Underage Drinking Initiative

Best Practices for Polices: Community Policing

Across all 5 Top Cities

Community Policing that fosters trust and communication

2. Focus on:

- Community Partnerships with Civic groups and Neighborhood associations
- Continuous and active engagement
- Adequately identifying issues/strategies of Collaboration

Innovative Strategies

3. Next Steps to Explore:

- Open Data Dashboard – detailing activity, race/ethnicity data
- PD website with current Police Policies that affect PD contact with Public

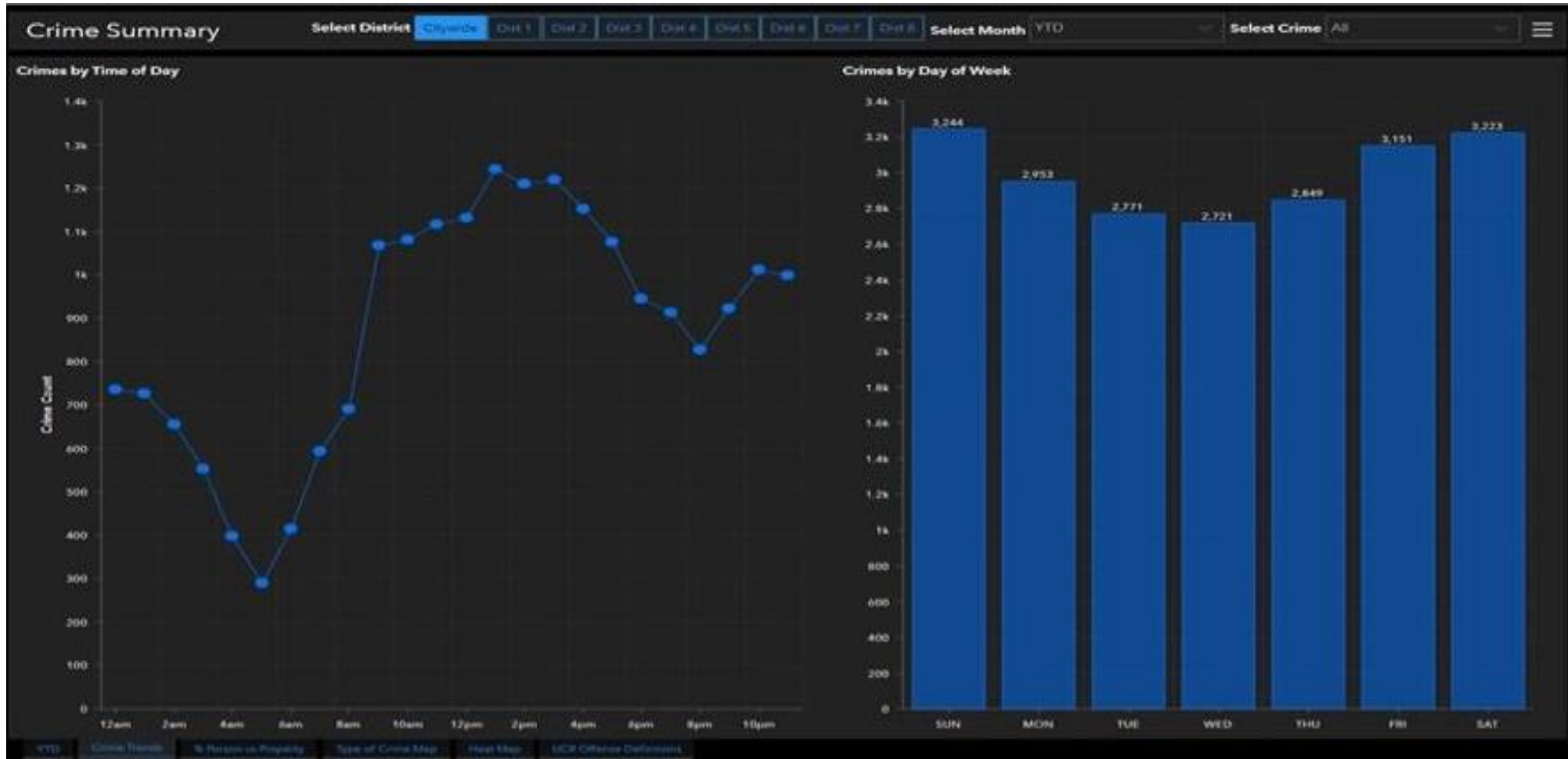
5 Yr. Comparison

Crime Summary			
Category	5 Yr. Avg	2020	% Change
Assault	5,627	5,387	-4%
Burglary	819	549	-33%
Larceny	6,278	5,304	-16%
Murder	17	8	-53%
Robbery	253	219	-13%
Sexual Assault	226	226	0%
Vehicle Theft	472	452	-4%
Total	13,692	12,145	-11%

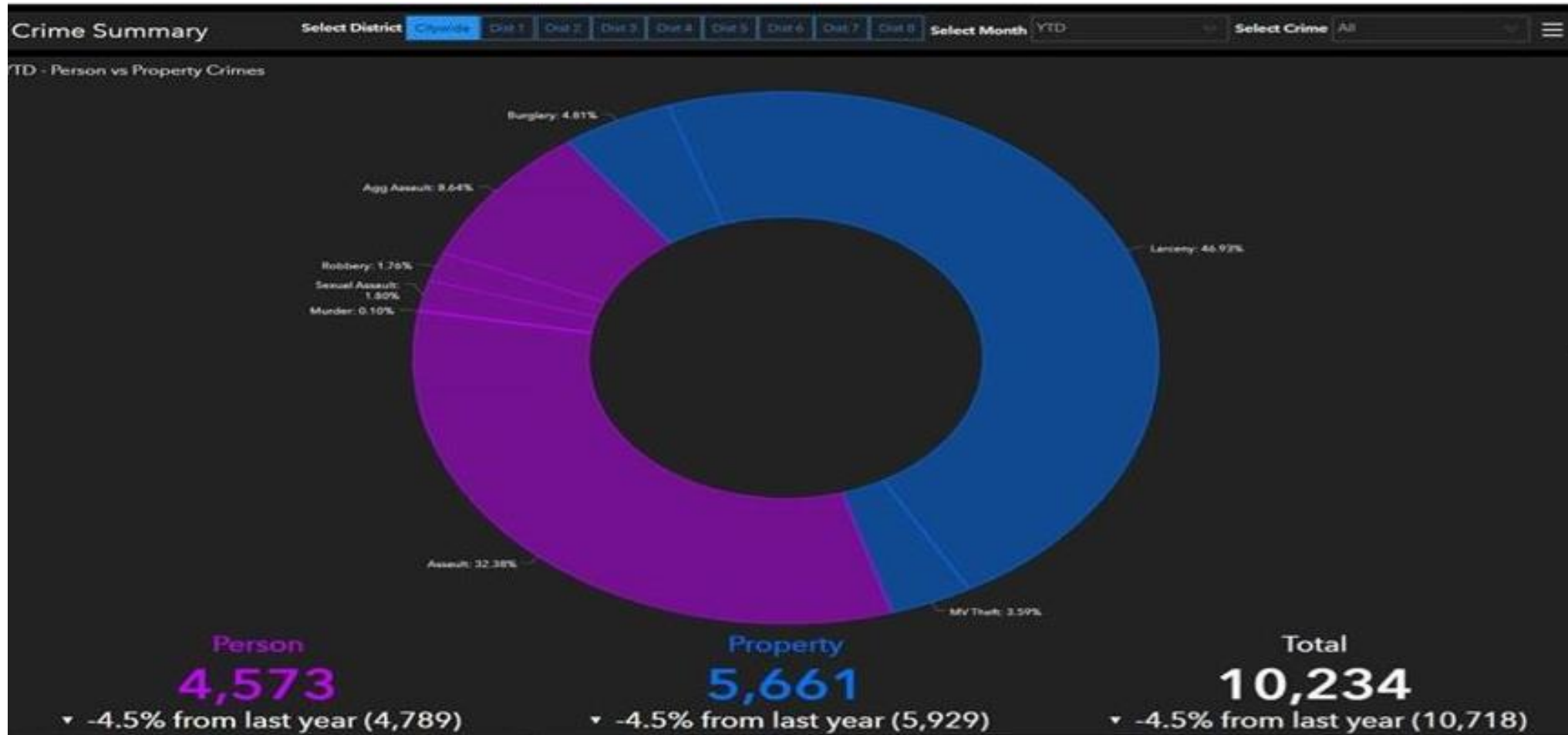
PD Dashboard Live Link

- <https://fusiongis.elpasotexas.gov/portal/apps/opsdashboard/index.html#/7ead684ea98a42d585bfc082a92bc542>

Crime Occurrences



Person vs Property Crimes



Best Practices for Policies

Texas Police Chiefs Association Foundation (TPCAF) Recognition Program

A voluntary process where police agencies in Texas can prove their compliance with 166 Texas Law Enforcement Best Practices - Developed by Texas City Police Chiefs

1. Focuses on:
 - Efficient and effective delivery of services
 - Reduction of risk
 - Improve protection of citizens and officer safety
2. Compared to the National Accreditation Program
 - Easier to administer
 - Lower in cost
 - Designed for Texas
 - Recognized status awarded
3. Started in 2006 with over 100 law enforcement agencies recognized (Ft. Worth the largest)
 - Costs \$2400 per year
 - Site visit every four years approximately \$1500
 - Program Manager training
 - 2 years for standard to be submitted



2. Training Focus

Cary Westin



What we will cover

1. Training Philosophy +
Structure

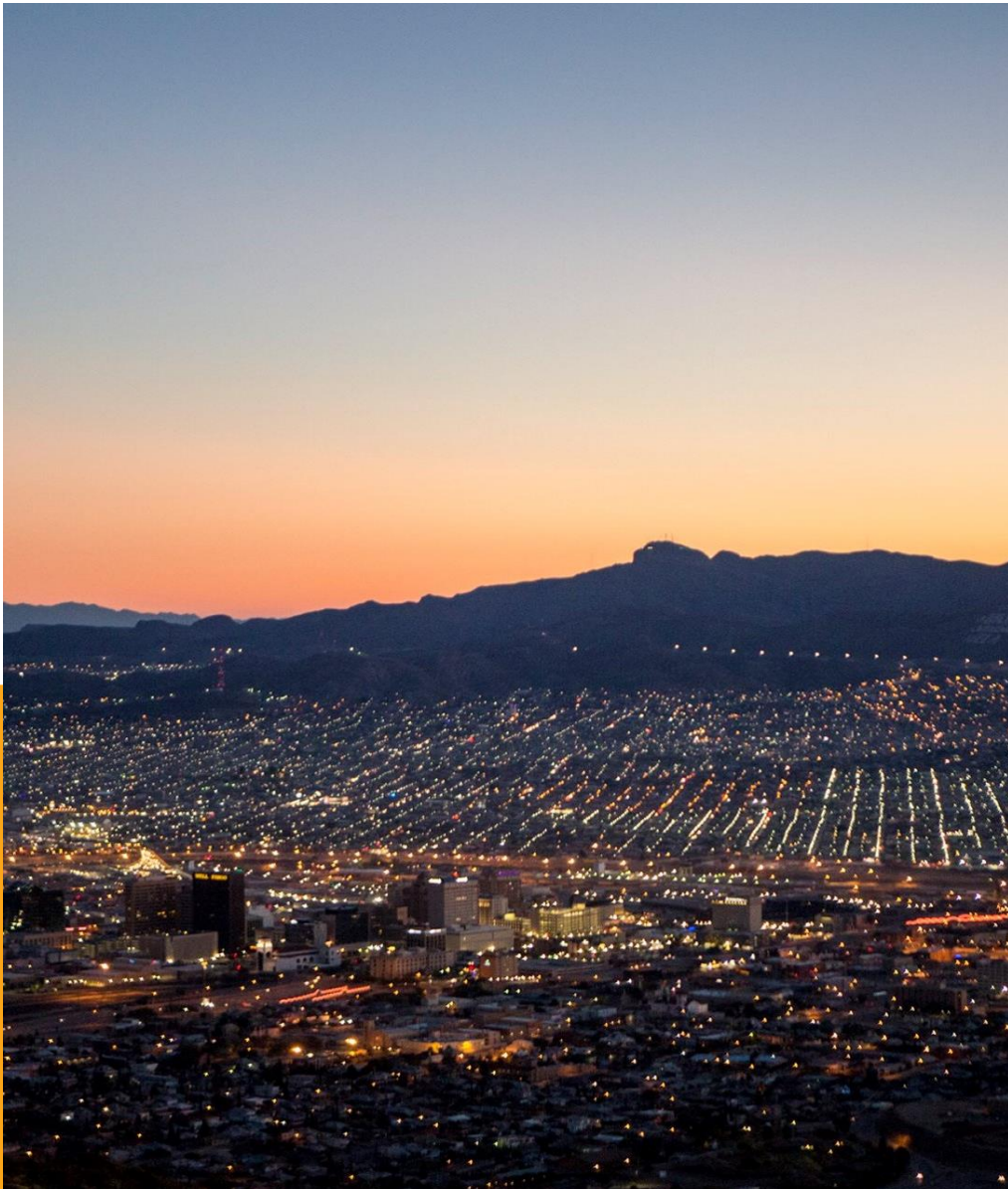
2. Mandated
3. Expanded Focus
Areas

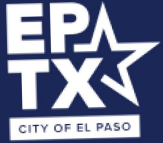
4. What's Next



1. Training Philosophy

- 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





“It is a choice not an echo” to be
an El Paso Police Officer.

We will go **beyond meeting
standard training requirements** and
develop courses based on a careful
examination of our **personnel and
community needs.**

---EPPD Academy

Training Structure

PRE-SERVICE:

Recruit
operations
(train + develop)

*8 ½ month
program,
culminates with
State exam*

Field Training Officer Program

IN-SERVICE:

- Continuous education
- Mandatory Training

ADMINISTRATION:

- State Audits
- Sworn Personnel Certifications
- Manage officer educational information and recertification

Training Structure --- **PRE-SERVICE**

**State
Requirement
of
696 hrs.**

**EPPD Standard-
*Minimum of***

1,240 hrs.

+ 2,080 hrs. *for*

Field Training Officer (FTO) Program

= 3,320 hrs.

Training Structure --- **IN-SERVICE**

**State
Requirement-**

40 hrs.

every two years

**Annual
Recertification**

EPPD Standard-

**Minimum of
72 hrs. annually**

**Increasing to
90 hrs. annually**

in FY21

PRE-SERVICE (Police Academy)

- Basic Peace Officer curriculum:
 - **696 hrs.** of mandatory training
 - Provides basic tools to become police officers
 - Prepares for “Field Training Officer Program”
- **42 subjects** required by the State
- **42 additional** departmental courses added
- **363 hours** of departmental training (*defensive tactics, stress management, use of force, less lethal options, mental health, etc.*)

**Represents
1,240 hrs. in
35 weeks**

*One of the longest academies in the state of Texas at **8 ½ months***



The goal of the El Paso Police Academy is to use a **HOLISTIC APPROACH** to develop a complete law enforcement professional.

Our focus on the future is to **REMAIN A MODEL ACADEMY** in the State of Texas and a continued commitment to excellence in training.

--- EPPD Academy

Scenario Based Training

- Realistic---taking classroom instruction & applying to everyday patrol encounters
- Receiving a patrol call, radio operations, facilitating the call, report writing and ultimately testifying in mock trials
- Introduces stress and shortens the timeline for realistic decision making
- *Texas Commission on Law Enforcement (TCOLE) has subsequently **adopted the El Paso Model** as the standard for State of Texas*

In-Service Training

Field Training Officer (FTO) Program

- Last component of the hiring process for a police officer
- Program length **52 weeks**
- Probationary officers enter this phase upon successful completion of the Academy



In-Service Training

41

Phase I (20 Weeks)

- Basic functions of Patrol Officers (on the job training) with Field Training Officers
- Completion of this phase = 20-week Board

Phase II (20 Weeks)

- Applies all the tools provided by the FTO, Demonstrates Proficiency
- Observed by the FTO
- Pass 40-week Board to move to Phase III

Phase III (12 Weeks)

- Rides in a solo capacity
- Under the Supervision of a Sergeant
- Completes probation upon successful completion

Department Mandated Training



- 8 hours of Mental Health training each year for sworn officers
- Evaluating how to implement phased approach of **320+ hrs.** required for Crisis Intervention Team (CIT) to all officers
- Less-Lethal and Defensive Tactics (HICKS) are provided yearly
 - Beginning 2021: Hicks will be provided 3x/year during our Session Shift Trainings.

Mandatory Department In-Service Tier Training

- Tiers separated into---
 - **Patrol**
 - **Investigations**
 - **Leadership**
- Each officer attends first 24 hours of training at their rank level
- Remaining 16 hours is officer choice depending on interest or career goal objectives

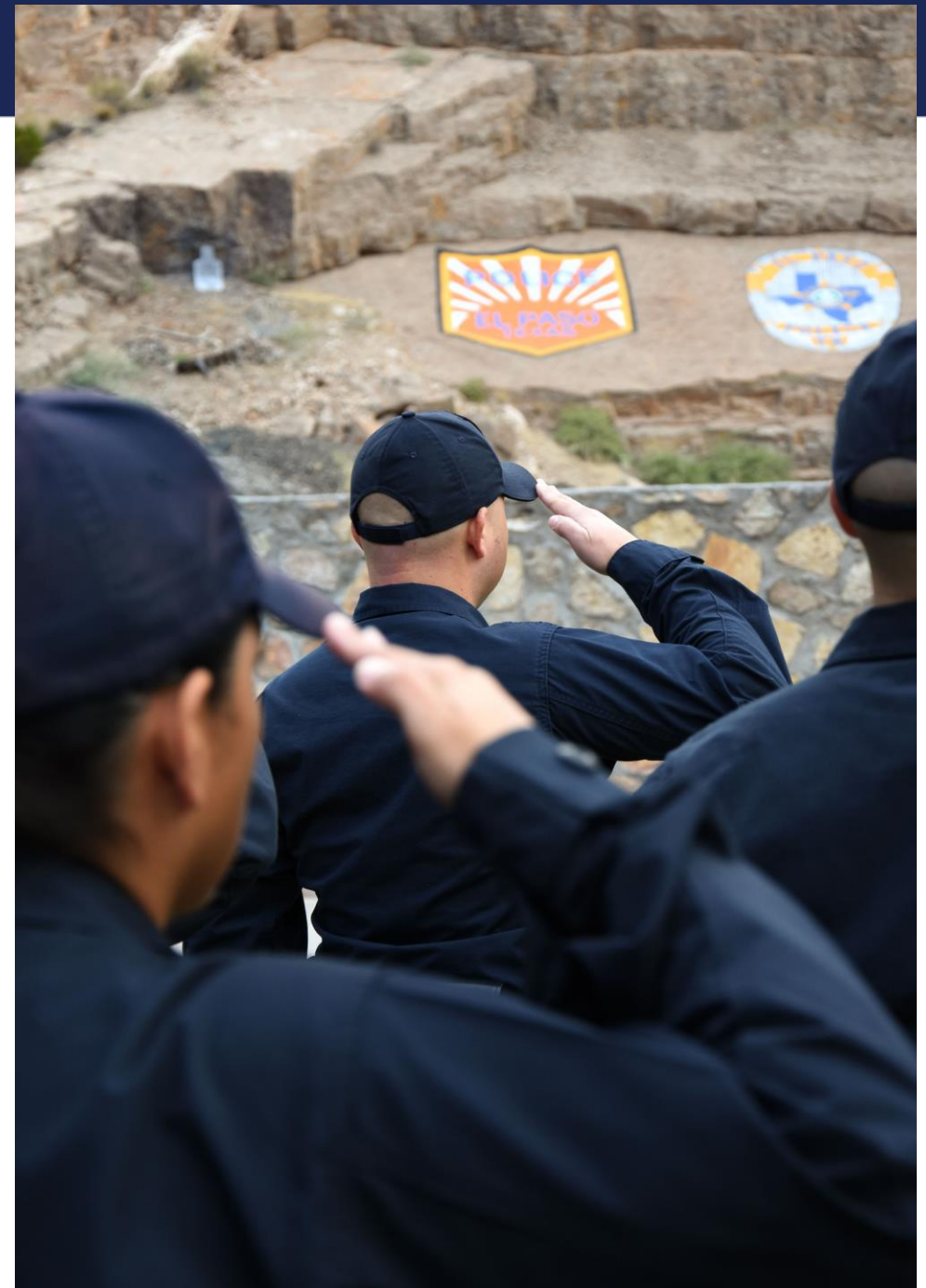
Partnered Approach

EPPD works in collaboration with various State, County and private agencies to provide balanced training



3. Expanded Focus Areas

- Scenario Based Training
- Three Tier Track Approach
- Emotional Intelligence of the individual Forecasting and Immediate Response to Issues
- Emphasis on encouraging excellence, exceeding minimum standard



4. What's Next

- Virtual Reality Based Training (Milo Range Simulator)
- Distance (Remote) Learning
- Women in Policing Series
- “*Officer Involved*” Course
- Stress Inoculation Training/ Body’s Reaction to Stress
- Courtroom Testimony (component in every aspect of training)
- Advance Patrol Tactics Course

4. What's Next (Training Focus-Cross Functional Team)

- Comparative Analysis
- Future needs connected to Public Safety Bond implementation
- Intergovernmental partnerships/opportunities
- Defense Economic Adjustment Grant opportunity?



What we covered

1. Training Philosophy + Structure

2. Mandated
3. Expanded Focus Areas

4. What's Next



3. Report on Racial Profiling

AC Zina Silva

Scope of Work- Third Party

- To develop a validated process to identify sworn personnel who are statistical outliers regarding the race/ethnicity of motorists stopped for traffic violation and post stop outcomes
- Write report/deliverable which include:
 - a. Summary of best practices for measurement, data collection and analysis in police departments
 - b. Comparative analysis of Texas Commission on Law Enforcement (TCOLE) reports with other cities of similar demo and size
 - c. Summary of best practices on how to deal with racial profiling awareness/issues within police departments
 - d. Describe in detail the operationalization, measurement, and identification of statistical outliers

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

Bruce D. Collins

Board Composition

- Board structure across 6 different cities
 - Internal Staff
 - External Participants

Policy

- Oversight and Approval
- Internal Investigation
- Review Boards

Citizen Participation

- Citizen Requirements to Participate on Board
 - Required Trainings
 - Term Limits
 - Board Diversity
 - Board Engagement
 - Volunteer vs. Appointed

	Board Composition	Policy	Citizen Participation
Anaheim, CA	None	Internal Review	None
Albuquerque, NM	5 Voting Members - Staff	Force Review Board	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 Community Representatives	Critical Incident Review Board	Yes
Phoenix, AZ	5 Staff Voting Members & 2 Citizen Voting Members	Disciplinary Review board	Yes
Virginia Beach, VA	Comprised of all department captains*	Captain's Board	None

* The decision of the Captain's Board is advisory only

Board Composition

- Board structure across 6 different cities
 - Internal Staff
 - External Participants

Policy

- Oversight and Approval
- Internal Investigation
- Review Boards

Citizen Participation

- Citizen Requirements to Participate on Board
 - Required Trainings
 - Term Limits
 - Board Diversity
 - Volunteer vs. Appointed

	Board Composition	Policy	Citizen Participation
Anaheim, CA	None	Internal Review	None
Albuquerque, NM	None	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 Community Representatives	Critical Incident Review Board	Yes
Phoenix, AZ	3 Staff Voting Members & 3 Citizen Voting Members	Use of Force Review Board	Yes
Virginia Beach, VA	Same as Captain's Board	Firearms Discharge Review Board	None

** There is no mention of voting, but staff do provide recommendations*

August 12, 2020 Disciplinary Review Board (DRB)

- Members of CFT were able to observe an actual hearing
- Process was well-defined and execution was consistent with written policy and procedure
- Internal Affairs presented facts of the investigation
- Meetings are twice a month
- Comprised of 6 uniformed personnel and 6 civilians
- There are opportunities within the DRB that could be leveraged by Police Department
 - Explore the application of additional training regulations
 - Explore the board composition, application process, regulations, and diversity

DRB/Shooting Review Board Team Next Steps:

- Analyze & Review Best Practices from Other Cities
- Examine Potential for Term Limits
- Examine El Paso Board Composition and Diversity
- Developing a Communications Strategy

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

Claudia Lujan

Internal Process

- Reviewing EPPD Use of Force Annual Reports & Statistics
- Enlisting a Consultant for Use of Force & Excessive Force Assessment

Consultant Scope of Work

- Review of policies
- Review of data sources
- Analysis of data
- Identifying Best Practices for Comparative Purposes

External Research

- Albuquerque, NM
- Camden, NJ
- Henderson, NV
- Laredo, TX
- McAllen, TX
- Phoenix, AZ
- San Antonio, TX
- San Diego, CA
- Tucson, AZ
- Virginia Beach, VA
- DOJ Guidelines

Next Steps:

- Continue researching best practices
- Analyze data and consultant's findings
- Recommend reporting methods that ensure transparency



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!