



**Mayor  
Strickland's  
Advisory Council  
Reimagining  
Policing**





# Final Recommendations

## City of Memphis

HR Employee Learning Team

June 10, 2021



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## Mayor's Advisory Council for Reimagining Policing (ACRP)

### Clergy

**Apostle Bill Adkins** – *Greater Imani Church, The Cathedral of Faith*

**Dr. J. Lawrence Turner** – *Mississippi Boulevard Christian Church*

**Pastor Vernon Horner** – *Greater New Bethel Baptist Church*

**Bishop Brandon B. Porter** – *Greater Community Temple Church of God in Christ*

### Civil Rights Organization

**Van Turner** – *Chairman, NAACP Memphis Chapter*

**Tonya Sesley-Baymon** – *President/CEO, Memphis Urban League*

**Walter Womack** – *President, SCLC Memphis Chapter*

**Vickie Terry** – *Executive Director NAACP Memphis Branch*

### Legislative

**Raumesh Akbari** – *TN State Senator, District 29*

**Phyllis Aluko** – *Shelby County Public Defender*

**Cheyenne Johnson** – *Memphis City Council, District 8-2*

**Eddie Jones** – *(Chairman) Shelby County Crime Commissioners, District 11 Law Enforcement*

### Law Enforcement

**Bill Gibbons** – *Crime Commission, President and Public Safety Institute Executive Director*

**John Covington** – *Memphis Police Association*

**Rosalind Harris** – *Shelby County Sheriff's Office*

**Lynda R. Williams** – *National Association of Black Law Enforcement*

**HR Team**

**Alexandria Smith**

*Chief Human Resource Officer*

**Fonda Fouche**

*Talent Management Officer*

**Catherine Garrett**

*Employee Learning Team Interim Supervisor  
and Session Facilitator*

**Lynetra C. Ross**

*Employee Learning Team*

**Michelle Powell**

## Overview

Reimagining Policing is an urgent matter that necessitates a response to act from our leaders, police department and communities. As a local governing organization, we acknowledge the needs of our community – to heal, rebuild trust, to be heard, and to know that an officer values the life of all citizens equally.

The City of Memphis, like numerous others across the country, has committed to reforming our police practices. In September 2020, Mayor Strickland’s formation of the Advisory Council for Reimagining Policing (ACRP) leveraged the opportunity to increase community awareness and engagement in the planning and development of a plan of action to address policing in our city. The council, comprised of clergy, legislative, civil rights activists, and law enforcement, was purposefully created to serve as a liaison with MPD and the community, serve as a link in the communication chain, to evaluate police services and develop actionable recommendations to improve the Memphis Police Department in the following areas:

### Focus Areas

- *Evaluate Use of Excessive Force*
- *Improve Transparency*
- *Increase Accountability*
- *Improve Community Relations*

On June 10, 2021, the Advisory Council convened to identify suggestions for reimagining policing and to vote to determine 12 recommendations, 3 per area. Now that we’ve turned the page in Memphis history selecting our 1<sup>st</sup> African American Police Chief Cerelyn “CJ” Davis, the ACRP is eager to share their plan, continue to represent the voice of the community, and support the City of Memphis and the Memphis Police Department in every effort to reshape public safety for all Memphians.

## Session Recommendation & Voting Protocols

The Advisory Council for Reimagining Policing was divided into 3 groups each with representatives from clergy, civil rights, legislative, and law enforcement committees. The recommendation process was a 3-tiered model.

### **Tier 1**      **Small Groups**

- Review previous community data and feedback
- Discuss and make suggestions for recommendations
- Determine top recommendations to present to the ACRP
- Submit recommendations to facilitator for whole group display

### **Tier 2**      **Small Groups**

- Prepare and deliver a 5-minute presentation of recommendations to consider – giving a rationale, supported with evidence and experience
- Respond to follow up questions and requests for additional insight

## Overview cont.

### Tier 3

#### ***Whole Group***

- Vote on the 6 recommendations presented
- Identify the top 3 recommendations to present to the Mayor and Chief Davis

The ACRP achieved consensus for the 3 recommendations at the conclusion of Tier 2 for each area. As a result, Tier 3 voting for recommendations was not executed. The process leveraged rich conversation and reflection of ideas in response to the critical needs for restoring trust and bridging the gap in training and transparency. The outcomes of the ACRP's meeting were a testament to the council's commitment to ensure recommendations were all inclusive and addressed the essential needs of the Memphis Community and the officers of the Memphis Police Department.

The following recommendations were submitted for review.

## Final Recommendations: Evaluate Use of Excessive Force

### Research Questions

- Define excessive force in the context of policing. – *(Current Standard Operating Procedure)*
- What factors contribute to police use of excessive force? – *State training References*
- What can the police department, policy makers, youth, clergy and nonprofits do to minimize use of excessive force? (Collaborative training for clergy, youth, citizens and officers, i.e. *NOBLE's Law & Your Community, which emphasizes safe encounters*)

### **Recommendation 1**

Implement mandatory education on the history of policing in Memphis and Implicit Bias coupled with periodic emotional and mental screening supports to identify potential barriers that might inhibit the ability to serve and protect a diverse community.

**Action Item:** MPD will identify a local educator to help develop a lesson plan specifically focusing on the history of policing in the United States, the city of Memphis, and recent events leading up to police reform efforts in the context of 21<sup>st</sup> Century Policing.

Training which includes:

- Anger management
  - **Action Item:** The Memphis Police Academy Director will coordinate training offered through a private source contractor specializing in Anger Management and Conflict Resolution (target May 2022)
- De-escalation
  - **Action Item:** This training has been offered to all MPD commissioned officers since 2017 and is ongoing. (Annual)

### **Recommendation 2**

Update MPD excessive force policy and procedures. Expand the definition of excessive force and to provide clear procedures for internal and external review of allegations of excessive force.

**Action Item:** (Police Attorney & ISB Commander) **MPD** provided an update regarding work accomplished towards this recommendation in the preceding 12 months. All Use-of-Force policies have been modified and updated to align with national best practices and the recent *8 Can't Wait* principles.

### **Recommendation 3**

Psychological evaluation

- Provide emotional and mental screening
  - **Action Item:** Psychological screenings are provided for all new officers and for employees assigned to certain high stress environments. Other triggers for psychological screenings are incorporated in the MPD Early Warning protocols to ensure officers proactively receive screenings based on behavioral indicators.
- Provide support to officers



- **Action Item:** Peer Support programs within MPD and the City of Memphis HR Team are in place and have proven effective in providing employees with support for a myriad of work related crisis and personal/family stressors.

## Final Recommendations: Improve Transparency

### Research Questions

- How is transparency defined in the context of policing?
- What policing policies and practices result in greater transparency? Public facing data portals, collaborative policy development, Citizen Review Boards, i.e. CLERB
- What can policy makers, youth, clergy, and nonprofits do to improve transparency in policing? Participate in collaborative reviews of operating procedures, accreditation processes (CALEA), community conversations, Citizens Police Academy

### Recommendation 1

Website that includes the following information:

- Increase the collection and comprehensiveness of policing data, organized by type of police interaction and demographics
  - Digitalize information

**Action Item:** The MPD has launched open datasets regarding police encounters on the Reimagine Policing webpage. **A possible addition to this platform is to include stats on CLERB reviews and dispositions. In addition, the page should also include commendation stats from citizens.** Assess current capacity to expand data sets to provide more analysis regarding demographics of officers and citizens. **Determine if this data can be captured with the existing system and feasibility**

- Make the above-mentioned data more publicly accessible (placed on Reimagine website page)
- Increase comprehensive access to policing data by creating a publicly accessible web-based dashboard to include
  - Crime and safety – Included on MPD Website
  - Disciplinary actions against officers – Included on Reimagine Policing page
  - Policing outcomes including police interaction: arrest, **traffic stops**, use of force by demographic race, **neighborhood and age**
  - Link to FOIA request (Freedom of Information Act, i.e. open records) (Process for Open Records Request is established) **Will explore possibility of providing a “link” for requests.**

### Recommendation 2

Continuation of current camera policy

### Recommendation 3

Clarify citizen complaint procedures and improve follow up. Engage with citizens using multiple means of communication,

1. social media campaigns,
2. ride along police participation in neighborhood watch and community meeting, press conference.

## Final Recommendations: Increase Accountability

### Research Questions

- How is accountability defined in the context of policing?
- Who holds police officers accountable, and what are they accountable for?
- What can the police department, policy makers, youth, clergy, and nonprofits do to increase police accountability?

### Recommendation 1

Maintain a policy of mandatory prosecutorial review upon an internal finding by MPD that excessive force was used in an incident. Hold both individual police officers as well as law enforcement agencies responsible for basic services of crime control and maintaining order. Make sure if your partner or anyone on the force is not following the boundaries of law is held accountable.

**Action Item:** The MPD ISB currently complies with a complete assessment process in all cases involving UOF, with pre-set criteria to immediately refer cases with criminal implications to the District Attorney General for review to determine if prosecution is appropriate.

### Recommendation 2

Make smart use of limited police resources through effective time utilization, deployment, response time, and other objective measurements

**Action Item:** The MPD has recently begun the initial stages of developing a Strategic Plan emphasizing core goals and objectives in the following areas:

- Crime Reduction
- Community Engagement & Partnership Building
- Organizational Effectiveness (*Hiring & Retention*)
- Technology Advancements
- Reimagining Policing Recommendations
- Employee Wellness & Career Development

### Recommendation 3

Revamp the civilian law enforcement review board for maximum effectiveness.

- Redefine recommendation process to serve on CLERB
  - Mayor & Ken to discuss/clarify
- Training for members
  - Mandatory Citizens Police Academy
- Ride-along for members
  - Recommend all Board Members participate in Ride Along in first 3-months
- Website and data/cameras CLERB
  - CLERB has established their website. Data/Cameras CLERB – this needs clarification

## Final Recommendations: Improve Community Relations

### Research Questions

- How would you describe the current state of police and community relations in Memphis?
- What can the police department, policy makers, youth, clergy and nonprofits do to improve community and police relations?

### Recommendation 1

Community policing should be a requirement of every administration. Develop and implement a community policing model:

#### Action Items:

- Adopt strategies to build relationship between youth and police officer in school and community based setting – Re-establishing CO-Acts and community engagement philosophy as all levels of the organization. Community Engagement is one of the 6 core goals and objectives for the MPD strategic plan.
- Criminal justice high school – Crime Commission is discussing this initiative and may take lead with Shelby County Schools officials. MPD will support education and awareness opportunities in this space.
- Reevaluate grooming policies – The MPD is currently establishing an officer run Grooming & Tattoo Committee. They will evaluate employee tattoos and issue waivers for non-offensive tattoos. In addition, they will address violations of the MPD grooming policy (beards) as the current policy is relaxed to allow beards at ¼ inch.
- Re-establish PAL Program for youth engagement with community center participation: As a component of the MPD strategic plan in the area of Community Engagement & Partnership Building, there will be an expanded PAL Program reaching the most at-risk youth in the city. This program will be the flagship of the MPD's youth centered initiatives.
- Improve police officer's recognition in various communities: The MPD will re-establish the Co-Act Model by re-hiring retired officers to fill gaps in the role of community liaisons. This

### Recommendation 2

Police department needs to develop a civilian hiring committee like Shelby County Sheriff Department. Involve the community in the recruitment of police officers.

**Action Item:** Currently exploring this possibility with HR, and its feasibility as we advocate a more rapid hiring process.

### Recommendation 3

Reimagine public safety strategies

- Build a comprehensive economic development plan – To be discussed with Mayor/Ken

## Next Steps

The Mayor's Advisory Council for Reimagining Policing will present these recommendations to Mayor Jim Strickland and Chief Cerelyn CJ Davis on June 28, 2021.

## Addendum: Executive Summary Focus Areas Recommendations

### Executive Summary

**The WHY:** The reconvening of this group evolved from the prior summary report from **Coplexity Inc.** which indicated the ongoing need for greater transparency and detailed reporting of stakeholders' explicit voice and shared perspectives.

**The Reimagining Policing Session:** 12 of 16 council members convened in a unique shared *think tank* session focused on targeted discussions and idea sharing on 4 focal areas. The voice of all council members was valued throughout the process as they imagined together and created possibilities for the future.

**Outcomes:** This summary document represents the strategic thinking of the council as detailed in the following recommendations.

### Focus Areas (Final Recommendations)

#### Evaluate Use of Excessive Force

##### Recommendation 1

Implement mandatory education on the history of policing in Memphis and Implicit Bias coupled with periodic emotional and mental screening supports to identify potential barriers that might inhibit the ability to serve and protect a diverse community.

Training which includes:

- Anger management
- De-escalation

##### Recommendation 2

Update MPD excessive force policy and procedures. Expand the definition of excessive force and to provide clear procedures for internal and external review of allegations of excessive force.

##### Recommendation 3

Psychological evaluation

- Provide emotional and mental screening
- Provide support to officers

#### Increase Transparency

##### Recommendation 1

Website that includes the following information:

- Increase the collection and comprehensiveness of policing data, organized by type of police interaction and demographics
  - Digitalize information
- Make the above-mentioned data more publicly accessible
- Increase comprehensive access to policing data by creating a publicly accessible web-based dashboard to include
  - Crime and safety

**Increase Accountability****Recommendation 1**

Maintain a policy of mandatory prosecutorial review upon an internal finding by MPD that excessive force was used in an incident. Hold both individual police officers as well as law enforcement agencies responsible for basic services of crime control and maintaining order. Make sure if your partner or anyone on the force is not following the boundaries of law is held accountable.

**Recommendation 2**

Make smart use of limited police resources through effective time utilization, deployment, response time, and other objective measurements

**Recommendation 3**

Revamp the civilian law enforcement review board for maximum effectiveness.

- Redefine recommendation process to serve on CLERB
- Training for members
- Ride-along for members
- Website and data/cameras CLERB

**Improve Community Relations****Recommendation 1**

Community policing should be a requirement of every administration. Develop and implement a community policing model:

- Adopt strategies to build relationship between youth and police officers in school and community based setting
- Criminal justice high school
- Reevaluate grooming policies
- Re-establish PAL Program for youth engagement with community center participation
- Improve police officer's recognition in various communities

**Recommendation 2**

Police department needs to develop a civilian hiring committee like Shelby County Sheriff Department. Involve the community in the recruitment of police officers.

**Recommendation 3**

Reimagine public safety strategies

- Build a comprehensive economic development plan