3E Action Plan and Coleman Report Update

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Tuesday, November 7, 2017
3E Action Plan and Coleman Report Update

• Overview of the Reports & How they Relate
  • The 3E Action Plan – Equity, Equality, Everyone
    • Why was it written
    • Authors
    • Importance
  • Coleman report
    • Why it was requested
    • Process to gather information
    • Results of report

• Action items resulting from 3E and Coleman reports

• 3E Author’s Perspective of progress and moving forward

• Chief Fitzgerald's – Strategic initiatives
  • Procedural Justice
  • Body cam policy
  • Use of force police revamp
  • Use of Force training

• Race and Culture Task Force – update to full task force on November 20th
3E and Coleman Overview – How they Relate

• **3E Report** – The goal was to bring an awareness to use of force issues that were occurring in the minority community, and issues tied to poor relations between some citizen groups and the Fort Worth Police Department.

• **Coleman Report** - The goal was identify and investigate issues that created and/or were driving the allegations of race-based discriminatory treatment and harassment in the City of Fort Worth Police Department, and then provide recommendations on the appropriate actions to take to create a wholesome, harassment-free work environment within the FWPD

• **Final 3E Action Items incorporate in the Coleman report recommendations**
Why was the 3E – Coalition Formed

• Issues with Taser incidents and other use of force issues in the community, especially in communities with minority populations
• Clergy members felt that officers were not adequately trained to work with citizens
• Clergy were receiving information from certain officer groups within the FWPD and they felt compelled to provide assistance
• Wanted to be solutions oriented and did not come to the table empty handed
• Used trust that communities have in the Church to bring stakeholders to the table for honest and open conversations regarding race and police/community relationships
3E Plan Authors

- Diverse representation by four authors – “The Coalition”
  - Bishop Robert Sample
  - Rev. Kyev Tatum
  - Dr. Michael Bell
  - Bishop Billy George
- Wisdom and experience spanning over 100 years
- Worked through conflict to get the plan drafted
- Solid plan that did not require large amounts of new funding in order to implement
- Common sense recommendations for the department
- 3E plan was intended to be a starting point of improving relationships between various diverse communities and the Fort Worth Police Department
3E History

• November 1\textsuperscript{st}, 2013, former FWPD Chief Halstead began meeting with a neighborhood organization called, “The Coalition.”

• Meetings lasted approx. 4-5 months and involved extensive dialogue raised by the community concerning police services and disciplining of police officers.

• The 3E Action Plan: developed to address three (3) primary areas of concern:

  1. Police Encounters with Citizens
  2. Police Response to Critical Police Incidents
  3. Police Plan for Increasing and Respecting Diversity within the Department
3E- Embracing the Plan

• City Manager used the 3E Plan as part of the required reading for the Chief of Police job posting
• 3E plan action items are being reviewed with the ACM, Chief, and the four authors of the plan
• Developed a report card for tracking the action items
• Chief will continue to work with the Coalition, the Race & Culture Task Force, and a variety of other stakeholders to ensure the actions items are effectively moving forward
Feedback from 3E Action Plan Authors

• Disappointed that the City did not respond sooner with updates on the action items
• Concerned about the implementation of the recommendations – not sure it has been a police department priority
• Feel there are still improvements needed to change the police department culture, but want to allow Chief Fitzgerald time to make the appropriate changes
• Want to make sure there is a way to truly gauge and monitor police culture
• Want to continue conversations on ways to improve police department transparency, and explore solutions tied to:
  • Better reporting of police incidents
  • Understanding the number of police complaints filed against an officer
  • Proactive communication of use of force incidents and other critical incidents
Coleman Report – Why it was requested

• Coleman & Associates Consultants was contracted to identify the issues that created and/or were driving the allegations of race-based discriminatory treatment and harassment in the City of Fort Worth Police Department.

• The goal was to investigate the allegations and then provide recommendations on the appropriate actions to take to create a wholesome, harassment-free work environment within the FWPD.

• The alleged incidents occurred in 2013; however, one of the incidents references an earlier timeframe.

• Coleman began his interview process in 2014.
FACTS

• Members of the FWPD complained that they had been subjected to race-based discrimination and harassment.

• The City hired an outside investigator, Coleman & Associates, to investigate the complaints.
Coleman & Associates Consultants identified the issues that created and/or were driving the allegations of race-based discriminatory treatment and harassment in the City of Fort Worth Police Department.

Three complaints were filed and investigated:
• One by a first line supervisor in the Police Department
• The second by a second level supervisor
• The third by an officer of the Fort Worth Black Police Officers Association
Findings

FACTS

• Coleman Report: Determined there was tangential evidence of discrimination

• Organizational behavioral concerns were discovered inclusive of members holding leadership positions

• Identified behaviors inconsistent with departmental polices and guidelines

• All Coleman recommendations have been addressed and the Chief is continuing to review and monitor
There are about 31 recommendations, divided into four (4) categories:

- Police Encounters with Citizens
- Police response to critical incidents
- Police plan for increasing and respecting diversity within the Fort Worth Police Department
- Specific Coleman Investigative Report recommendations

Chief Fitzgerald has worked with the plan authors to create a scorecard that will be used to track the status of each recommendation.

The status updates will be part of the ongoing meetings.
Chief Fitzgerald's – Strategic Initiatives

- New members of police administration have increased the frequency of open community forums to facilitate honest and transparent communications with the community, in an effort to foster a positive, proactive relationship
- Recognize the importance of continuing to develop the relationships with the Coalition and other community stakeholders
- Active and focused engagement is necessary
- Key items addressing 3E/Coleman report action items:
  - Procedural Justice
  - Body Worn camera – use and policies
  - Use of Force & Use of Force matrix changes
  - De-Escalation training
The National Initiative for Building Community Trust and Justice

The National Initiative’s work involves trust-building interventions with police departments and communities based on three pillars:

- Enhancing Procedural Justice
- Reducing the impact of Implicit Bias
- Fostering Reconciliation
Procedural Justice

Procedural Justice: the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public’s views of the police, their willingness to obey the law, and the crime rate.

• Evidence shows that community perceptions of procedural justice can have a significant impact on public safety.

• In 2015, Chief Fitzgerald selected a team of FWPD leaders to provide this training to all sworn personnel.

• **A Full-time-FWPD Procedural Justice Unit** was created in October, 2016
The FWPD transitioned towards a *statutorily compliant* digital recording device policy for all officers.


- Guidelines created to help officers acclimate via generous coaching/training options prior to implementing punitive progressive disciplinary measures.
Effortless BWC Activation (October, 2017)

Simply put, the FWPD does all that can be done, with the current available technology, to make the activation of the body-worn camera and in-car video effortless.

- New “auto-activating” Axon Cameras in Marked Units
  - Wirelessly downloads data to evidence.com
  - Uses automatic triggers to activate the system
  - Once activated the Axon cameras create a wireless “bubble” around the patrol vehicle
Effortless BWC Activation (October, 2017)

- Axon is developing a Bluetooth device that attaches to the firearm holster.
  - Once the firearm is removed from the holster the body-worn camera is automatically turned on.

- Tasers are being upgraded with new batteries; when turned on, they automatically activate in-car video AND body worn camera systems.
**De-escalation**: taking action to stabilize a situation and to reduce the immediacy of the threat so that more time, options, and resources are available to resolve the situation.

**The goal of de-escalation**: to gain the voluntary compliance of subjects, when feasible, and to reduce or eliminate the necessity to use physical force.
Training Course:

*Integrating Communications, Assessment, and Tactics (ICAT)*

- Designed to help officers learn to safely and professionally resolve critical incidents involving individuals in crises who may pose a danger to themselves or others, but who are not armed with firearms.

- *Reducing the need to use deadly force, upholding the sanctity of life, building community trust, and protecting officers from physical, emotional, and legal harm are the cornerstones of ICAT.*
Use of Force and Matrix DE-ESCALATION

Six Training Modules:

**Module 1: Introduction.** Explains the purpose and focus of the training, emphasizing that public safety and officer safety lie at the heart of the entire training.

**Module 2: Critical Decision-Making Model (CDM).** Discusses the importance of critical thinking and decision-making for officers.

**Module 3: Crisis recognition and response.** Provides basic information on how to recognize individuals who are experiencing a behavioral health crises caused by mental illness, drug addiction, or other conditions.
Module 4: Tactical communications. Provides instruction on communicating with individuals who are agitated and initially non-compliant. Focuses on key communications skills, including active listening and non-verbal communication; designed to help officers manage situations and to gain voluntary compliance.

Module 5: Operational safety tactics. Using CDM as the foundation, this module reviews critical pre-response, response, and post-response tactics, in incidents when persons in crises are acting erratically or dangerously, but are not brandishing a firearm.
Use of Force and Matrix
DE-ESCALATION

Continue Module 5: Operational safety tactics.
Emphasizes concepts i.e., “tactical pause;” using distance and cover to create time; using time to continue communications, de-escalating heightened emotional responses, bringing additional resources to the scene; tactical positioning and re-positioning; and above all, use of teamwork.

Module 6: Integration and practice. Links preceding modules using video case studies, and provides officers additional opportunities to discuss the concepts and skills learned throughout the training.
3E/Coleman – Next Steps

• Presentation to the Race and Culture Task Force set for **November 20th** at the Botanical Research Institute of Texas (BRIT) – 1700 University Drive

• Task Force will review all 3E/Coleman findings and action items
  • Will use a data driven approach to evaluate the successes and to identify areas of improvement
  • 3E authors have been invited to participate in the presentation and continued discussions
  • Any further action and recommendations will be handled by the Task Force as they continue to engage with the public and seek citizen input
Thank You for Your Interest and Attention