THE 3-E ACTION PLAN

EQUITY — EQUALITY EVERYONE

"Service with Respect...Dedicated to Protect"

The following are the concerns from our residents that need to be addressed:

Within the last year, a group of four (4) ministers formed to bring forth their concerns to the City of Fort Worth. The four ministers were Dr. Michael Bell, Bishop Billy George, Pastor Robert L. Sample, and Reverend Kyev Tatum. On November 1st, 2013, the Chief of Police began meeting with this group called "the Coalition." These meetings lasted about 4-5 months where extensive dialogue raised many concerns within the community relating to police services and discipline of police employees.

Other community meetings were hosted by the Chief where citizens and other community leaders voiced their concerns relating to the police department, service from police officers, as well as handling of critical incidents within various communities. The Chief of Police engaged his Community Advisory Board, a very diverse 39-member board that meets with the Chief on a quarterly basis, to solicit further input from all communities within Fort Worth.

In other community meetings, many residents voiced concerns involving use of force, excessive force, and the department's role in improving professionalism. Additional meetings were held with police employees and employee associations to gain internal input for all police employees.
In drafting these concerns into an Action Plan, it was apparent there are 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

The following are action items to address these concerns and build stronger relations in our City and improve the professionalism of the police department:

**Police Encounters with Citizens**

**ACTION ITEMS:**

- **The Chief will host four (4) “Community Advisory Board” meetings a year to continue building trust and relationships in every community.**

- **The Chief will restore “Ministers Against Crime” as an effective liaison between the FWPD and the African-American community.**

- **All members of the Community Advisory Board have the Chief's direct email, and some have his cell phone number. We will begin an era of direct communication to increase the effectiveness of decisions and information between each other.**

- **The Chief will focus on attending smaller “neighborhood association” meetings or meetings with residents in a more intimate setting. This will increase communication efforts and provide a direct method in addressing their concerns.**

- **The Chief and his staff will assess the most appropriate and effective manner to communicate directly with residents and provide quarterly status updates on this action plan.**

- **The Chief will invite each member of “the Coalition”, Pastors/community leaders who started these meetings in November of 2013, to each of the quarterly Community Advisory Board meetings for an official update on this action plan throughout the year.**
Police response to critical incidents

ACTION ITEMS:

- The Chief will instruct the appropriate FWPD personnel to review the department's Taser deployment thoroughly in order to determine whether it (Taser deployment) should be placed higher on the use of force continuum. This is one way to prevent unnecessary Taser use.

- The Chief of Police will respond in a timely manner to the public's concerns emanating from any critical incidents involving questionable department tactics, misuse of force, etc., involving the police department and/or its employees to ensure the community that a transparent and thorough investigation is being conducted and that timely appropriate action will be taken predicated on the objective results of the investigation.

- “On-officer camera systems” (AXON-Flex Cameras) are the future of policing. The Chief’s goal is to have the majority of the uniformed officers equipped and trained in this technology in the next year. This will increase transparency and build stronger trust within the communities we serve.

- The Chief will have a complete audit/review of the police department’s Use of Force policy by an independent auditing or research firm, like the Police Executive Research Forum (PERF).

Police plan for increasing and respecting Diversity within the Fort Worth Police Department

The Chief of Police will achieve the following:

- The Chief should establish a “disciplinary protocol” that holds officers accountable for inappropriate conduct and that communicates that the FWPD has zero tolerance for racial/biased responses and behaviors by its employees.

- The Chief should proactively communicate his plan to increase the number of racial/ethnic minority police officers, including recruitment. The Chief should endorse an intentional effort to reach and recruit racial/ethnic minority officers; the department should attain a high standard of diversity and inclusion.
• The Chief shall conceptualize a plan of action that will address the issue of disparity vis-à-vis how he relates to all employee associations. This plan should allow for all employee associations to have equal access to the Chief of Police, via all forms of organization communication, and to departmental meetings that are open to the Fort Worth Police Officers Association (POA). This will demonstrate intentionality in his stated commitment to inclusivity, diversity, and fairness.

• The Chief will meet every other month with the elected board members of the BPOA and LPOA. The Chief will attend with one staff member to assist in taking notes and following up on critical issues for the board.

• An agreed upon goal is to have the current Presidents of each affected police officer association/s as a voting members of the POA executive board.

• The Chief will work to address the perception that the department’s internal investigative unit is utilized to harass and intimidate racial/ethnic minority police employee associations and/or its members.

• The Chief will work with an independent research group to imbed their researchers within the police department and conduct a full assessment of the current status and respect of ethnic diversity within the FWPD.

• The Chief will set Executive Goals for his administration in 2014. These goals will provide an accountability measure for every executive within his administration. And, to the extent that it is appropriate, these goals should be communicated in written form to the Community and/or the Coalition.

• The Chief of Police will work with all three (3) labor associations and develop an “employee labor relations” committee to assist in hearing concerns of disparate treatment relative to formal discipline.

• The Chief will ensure that an effective multicultural program is in place that all officers are required to attend the training.

• In December of 2014 and continuing through 2015, the Chief will update the Mayor and Council on the progress of the action plan.
(Specific “Coleman Investigative Report” recommendations)

- Design and conduct training and coaching to all members of the Chain of Command, and holding the members accountable for taking appropriate action to prevent conditions that support harassing behavior, “initiating prompt inquiry,” and stopping harassment in the police department once such behavior is brought to the attention of the department.

- Hold department leadership accountable for creating an environment where an individual may file a complaint when he/she feels aggrieved, without fear of reprisal or retaliation. Department leaders must make sure that such harassing or retaliatory behavior is prohibited, and is immediately addressed with appropriate, corrective action.

- Improve inter-organizational communication, build trust, and build or rebuild positive relations between the associations and the Chief of Police, and the associations with each other. Incorporating direct involvement of the department’s associations in crafting the direction for improving the climate of the police department will contribute to a more wholesome, inclusive workplace for all employees.

- Design and provide programmed, high accountability training and professional development for all department associations and members, focusing – in part – on leader effectiveness and development, effective communication and collaboration, building and strengthening department and work team cohesiveness, and managing differences and promoting inclusion in the police department. The associations, along with the Chain of Command, should be positioned for ownership in the responsibility for redefining the culture of the department in some very positive ways. This team should be positioned to “model the way” for other employees in the department to follow. The training should become a priority for the department. The training should focus on the following:
  
  o Defining harassment, with foundational examples of harassing behavior
  o Outlining processes and procedures for reporting behavior believed to represent harassment, and clarifying the commitment to prevent reprisal or retaliation
  o Describing processes and guidelines that will allow prompt and effective inquiry into harassment allegations
  o Starting the department’s commitment to prompt corrective action when harassment occurs
  o Describing steps for preventing harassment
  o Outlining the roles for the police department’s and its leaders’ commitment to fulfilling the duty to provide a work environment free of harassment and discrimination
Evidence of successful completion of this training report should be presented to and reviewed by the City Manager’s Office within six months from the date this report is issued.

- Review and revise the police department’s rules and General Orders pertaining to fairness, equity, Equal Employment Opportunity, and workforce diversity and inclusion so that these documents and policies speak directly to the responsibility, personal accountability, and consequences for each employee, supervisor, and department leaders to ensure that all employees are treated fairly, equitably, and with respect, and that all employees have the opportunity to a “healthy workplace.” The policies must also focus attention on how the treatment of employees in the department translates to how employees may treat citizens and customers during the routine fulfillment of their duties and responsibilities. The policy direction should also consider limiting the organization’s liability should such behavior occur, and it should consider limiting the effects of a poor public image. The steps and considerations may be driven by the department’s Code of Ethics. Consideration needs to be directed to transforming the department’s culture to help improve relations in the department and in the community.

- Design and implement an aggressive EEO and succession plan for the department. Semi-annually measure and report efforts and pathways for the movement and treatment of employees with the Chief of Police reassuring the fair and equitable treatment of all staff in the department.

- Incorporating EEO and diversity/inclusion/harassment-free measures through the supervisory performance management processes for all employees with the rank of Police Sergeant and above. Performance of these identified measures must be weighted and evaluated appropriately to ensure total and timely compliance with established performance standards.

- Reviewing and revising competency-based supervisory training and leader development (required bi-annually) for all sworn and non-sworn supervisors, incorporating at least the following major topics of emphasis:
  - Leading peers by example
  - Taking personal ownership, accountability and responsibility for results
  - Overcoming team dysfunction and managing conflict
  - Communicating openly, honestly and empathically
  - Managing difficult conversations
  - Building and maintaining honesty and personal integrity
  - Managing employee performance
  - Maximizing interpersonal and inter-operational communication, collaborating for results
  - Resolving and managing employee disputes
- Requiring all supervisors to attend training on General Orders updates annually. The focus of the training and the critical intent is to keep department managers and supervisors apprised of the content of the critical general Orders governing fairness and equity. The training should also ensure they fully appreciate their responsibilities and accountabilities for influencing their work units to comply with all General Orders.

- Review and revise the department's Anti-Discrimination and Anti-Harassment Policy:
  - Defining discrimination and harassment with defining examples
  - Defining and discussing impact and implications for discriminatory treatment and harassment
  - Outlining expectations for employee and supervisory roles preventing discrimination and harassment
  - The Chief of Police must take an active role in the dissemination of policy and communicating top-level commitments to create and maintain a wholesome and healthy work environment free of harassment and discrimination
  - Preparing and implementing an anonymous climate survey involving all department employees annually to assess the department's culture and determine appropriate steps toward transformation and quality of work life enhancements, and the effects of performance and productivity. The results should be reported to the City Manager and City Council by the Chief of Police.
  - Providing specific training to incorporate a new anti-harassment policy, and to promote immediate and prompt inquiry into harassment allegations with a bent toward prompt and positive resolution.