

The below recommendations were suggested as a result of work done through reviews, research, surveys, focus groups and subject matter opinions. Listed are the most relevant recommendations but all of our in progress research and ideas are not represented.

Training:

Professional Conduct Training

- Increase and enhance Professional Conduct training curriculums for Recruits (currently 6 hrs.), In-Service training, Specialized training and Promotional training.
- Increase internal and external training hours on Ethics & Integrity.
- Emphasize Public Service focus in all levels of MPD training.

Training Academy Staff & Instruction

- Develop a Training Academy Instructor Selection Criteria Process & Procedure.
- Review and revise lesson plan development to fit the target Police Office identity as a public servant and criminal investigation professional.
- Increase Practical Application Training for Recruits, In-Service & Specialized MPD levels.

Leadership Training

- Develop Leadership training for promoted Officers which is rank specific.
- Create and develop a rank specific S.O.P establishing decision making processes & protocols.
- Begin Leadership principals from day one of Recruit Training as part of "Career Path" individual development.

Decision Making Continuum

- Review, Research and Development curriculum and protocol based on a decision making continuum in response to day to day operational challenges for Officers with focus on decisions leading up to the Deadly Force continuum. De-escalation techniques focus for patrol officers specifically.

Disciplinary Process:

Transparency & Accountability

- Consider adherence to the Executive Summary of the PERF Operational Assessment (2011) on Transparency & Accountability.
- Development of an Administrative S.O.P for Station Level Management on identifying misconduct, documenting misconduct, managing misconduct and administering discipline.
- Develop on the Job training protocols for Station Level Management to achieve consistency and compliance.
- Continue support and growth of the Blue Team Internal Discipline Management System

Disciplinary Matrix

- Develop and Reinstate a Disciplinary Matrix to enhance disciplinary consistency
- Adhere to the Executive Summary of the PERF Operation Assessment (2011) on Disciplinary Matrix

Civil Service Commission (CSC)

- Review the selection process of membership, review CSC rules, regulations, powers & procedures and conduct of all CSC operations

MPD Foundation Support:

- Create a new Public Safety Foundation to replace lost support from the previous Memphis Police Foundation.

MPD as a Full Service Department:

Director Armstrong has said that 30% of calls for service are not related to public safety.

Currently the MPD is a full service department. Any reduction in services needs to be carefully reviewed with guidance and support from citizens and community leaders on how the department can save tax payer dollars and meet the needs and expectations of the public it serves.

- MPD needs better screening of calls and better use of technology.

Animal Calls

- Memphis does have an animal population control problem.
- MPD responds to an inordinate number of animal calls.
- Most often number one complaint from Uniform Officers received in Focus Group Settings.
 - Frustrated with having to spend time catching or containing animals (where no training/equipment has been provided for them)
- Memphis needs to strictly enforce spay and neuter ordinances/programs for animal owners. This can be done by code enforcement officers and Animal Shelter employees. Stiff fines for unlicensed pets and those that have not been spayed or neutered.
- Enlist animal support group volunteers to respond to stray animal calls.
- Identify a neighborhood per month (where stray animal population is the most highest) for professionals and advocates to meet with pet owners at a community center to receive free rabies vaccine medication, information and material on responsible pet ownership.
- Require that when Animal Shelter receives a call from MPD that they are to make it a high priority call.
- Improve management and staffing of the Memphis Animal Shelter.

Alarm Calls

- Burglar alarm calls are ranked in the top five in every station of MPD. Many departments have recognized the problem and have implemented measures to address it.
- The Memphis (Metro) Alarm methods are not reducing the number of false alarm calls received by police.
- Cities with best practices include:
 - Salt Lake City
 - Uses a verified response system. Alarm companies are required to provide first responders service to the alarm calls before dispatching police. If responders needed police, then officers were dispatched.
 - Seattle
 - Requires enhance call verification before requesting police services. Alarm service provider will be required to verify the need of police services before dispatching.
 - Outlaw unmonitored audible alarms.
 - Two calls must be made by service provider to property owner to verify before sending police.
 - Lowering priority level of alarm calls depending on the type of alarm and whether contact was made before dispatching officers.
 - Charlotte-Mecklenburg Police Department
 - Outsourcing of the permitting, fees and fines collections of false alarms has proven most effective and efficient for city coffers. They use the "Cry Wolf" Alarm Management System.

School Crossing Guards

- During Focus Group meetings officers stated that they are being sent to multiple crossing guard assignments each morning and evening. This results in officers being "out of service" and unable to respond to calls for service or address Blue Crush assignments. The school crossing guard program is often understaffed and/or unable to determine if the crossing guard is on assignment. The early morning hours are when home burglars most active.
 - Memphis should consider giving sole responsibility of the crossing guard program to the school system, not the police department. This program could be best monitored by the local school principal who would know if the guard is on duty.
 - Many schools have guards and or police officers assigned to the school and they could handle this responsibility.
 - If the PST program is available, the department could consider assigning those personnel to assist with the need.

Crash Investigations

- Re-implement the PST program to assist with minor crashes.

Offense Reporting

- The department needs to consider re-implementing the TEL-SERVE call center for instances where having a police officer make the scene is not required and a report could be taken over the phone.
- The department needs to consider implementing an online reporting system for those instances where a victim can complete a report via the internet and an officer is not needed on the scene.
- The department should consider making available the purchase of police reports online, eliminating the need for personnel to search reports and mail the report to the victim. Often times, it costs the department more to mail the reports than what was collected for this service.

Tasers:

- The MPD is one of a few remaining major police departments that do not use Tasers. It has been proven by many studies and reviews that the use of Tasers saves the department the expense of litigation due to use of force, use of deadly force incidents, and medical expense of officers on the job injuries received from incidents involving uncooperative suspects.
- Departments have seen a reduction in Officer Involved fatal shootings, reduces Animal Shootings, and reduce injuries to officers and suspects.

Use of Police Technology:

- This was once an area where the department led many of the major police agencies throughout the country. However, due to budget constraints, the department has fallen behind.
- The department needs to implement the following based on the best practices found in many cities throughout the country, both large and small departments have found that they have less IAB complaints on officers, and better evidence to use in critical situations, especially where a life has been lost.
 - Body Cameras
 - GPS tracking systems on police vehicles
 - Dash Cameras

Human Capital Management:

MPD invest in an automated stand along Human Resources Information System (HRIS) that gathers, stores and analyze Human Capital Information. This would increase efficiency, effectiveness and enhance strategic focus for revenue and human resources planning.

MPD create a "Career Path" that focus and invest in the officers' training and development throughout their organizational life cycle. This program would be used for improvement of job satisfaction, productivity and performance. Also, this can be used for promotions preparation, succession planning and assignment placement.

The screening and hiring of officers be enhanced and updated to encompass modern focuses and concerns in respect to requirements/qualifications, backgrounds and psychological qualifications. Specifically, home of record visit, up-to-date per-screening testing, interview board etc.

The department invests in updated, proactive intervention and tracking of officers who experience trauma. This should ensure that their traumatic experience is adequately addresses with follow-up, and their return to work is not premature.