



Public Safety & Homeland Security Committee

Memphis Police Departmental Reforms

Chief Cerelyn 'CJ' Davis

February 7, 2023

Memphis Police Department Incorporated 21st Century Policing recommendations to facilitate agency Reform Efforts - Item 1
21st CENTURY POLICING REVIEW (2021)



Core Six Pillars Included during Annual In-Service Training Courses

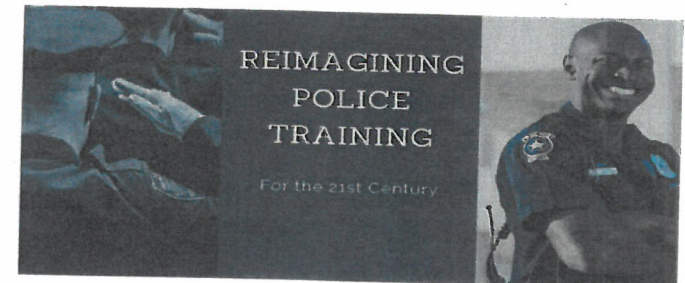
- I. Building Trust & Legitimacy
- II. Policy Oversight
- III. Technology & Social Media
- IV. Community Policing & Crime Reduction
- V. Training & Education
- VI. Officer Wellness & Safety

REIMAGINING POLICING RECOMMENDATIONS

- Implemented Reimaging Recommendations - October 2021
- Use of Force Data Dashboard launched in 2020 (Item #9)
- Changed Disciplinary Process to capture all Complaints (ISB control#)

Adding additional data to public-facing Dashboard, i.e.:

- Complaint Dispositions
- Case Recommendations by CLERB & Department Responses
- Random Quarterly Audits of Non-Complaint Use of Force
- Transparency in Officer Criminal Cases (Felony/Misdemeanor)
- New Disciplinary Matrix

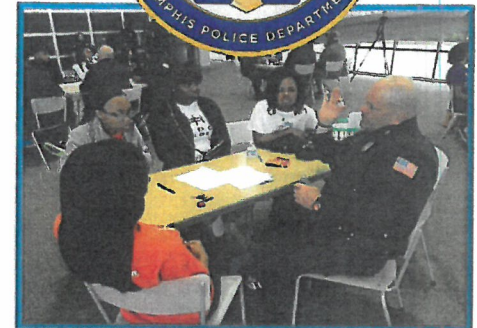
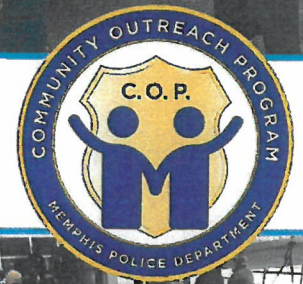


In 2022 the Memphis Police Department began Community Policing Engagement Enhancements



COMMUNITY ENGAGEMENT (Co-ACT)

- Greenlaw Recreation Center move-in Spring/2023
- COPs Unit will occupy this location as a main office
- Satellite locations will return to key neighborhoods with IMPACT Officers
- July 2022, the Memphis Police Department approved 50 new part-time positions staffed by retired police officers to enhance community engagement & crime prevention efforts. These officers started their new positions Jan. 2023. This initiative is intended to increase sworn staffing resources and community visibility throughout the city. (IMPACT Officers)
- Additionally, the MPD continues to build its relationships with the religious community through the Clergy Academy.

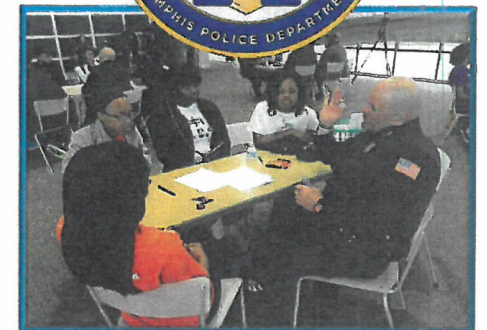
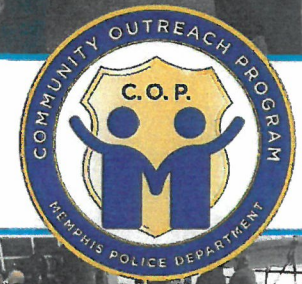


Memphis Police Department CoAct & Youth Initiatives



COMMUNITY ENGAGEMENT Cont.

- The new **Community Impact Unit** reestablishes core elements of the department's previous Co-ACT Model, which was once credited for crime reduction, effective relationship building, and fostering community trust.
- As of 2022, all MPD Officers are required to conduct 4-hours of mandatory community service annually. These hours can be built into the Co-Act Model program.
- MPD re-established the '**Police Athletic League**' (PAL)
 - primarily male youth sports & cheerleading
 - Launched two Girl Scout Troops serving all nine (9) MPD precincts (35 female Officer Volunteers as troop leaders)



October 2021 White Paper to Improve Supervisory Oversight



Written to Outline the need for more field supervisors

Strategic City Solutions – Deloitte – IACP staffing study results:

- Early assessments of MPD staffing (June 2021) revealed departmental gaps in first line supervision.
- These three recent studies of the MPD's staffing levels coincide indicating significant shortages in supervisor oversight, or *Span-of-Control* issues.
- The MPD currently has a 1:10 ratio for front line supervisor oversight – Based on studies, recommended ratio is ideally 1:6 (1:7)
- In 2021, Chief Davis proposed in a white paper the creation of **125 first line supervisor positions** to begin to address *span-of-control* shortages in multiple worksites.



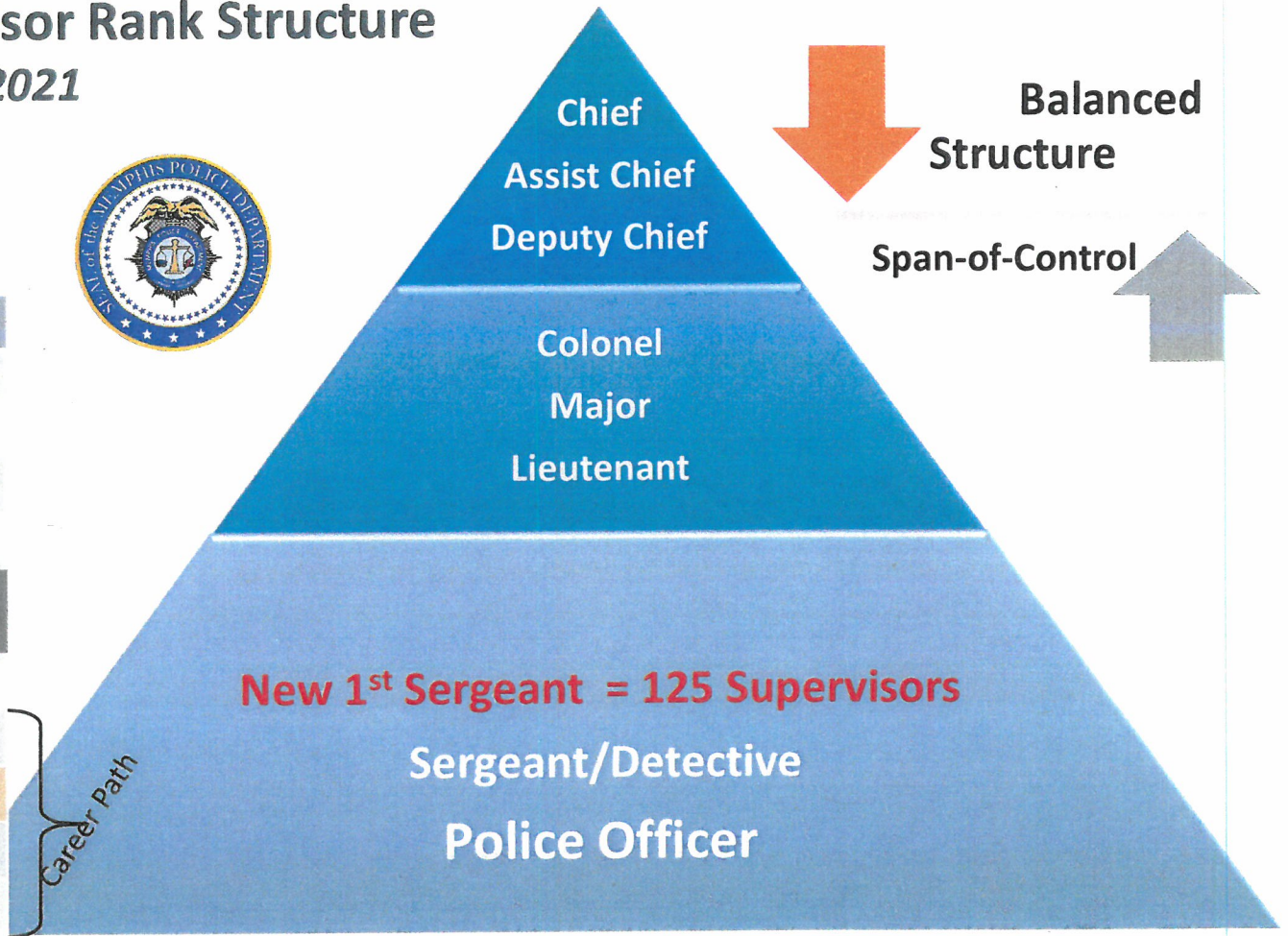
Memphis Police Department

Proposed New Supervisor Rank Structure

October 2021



Rank Proposed	#	Future State
Chief	1	Appointed
Assistant Chief	2	Appointed
Deputy Chief	6	Appointed
Colonel	28	Appointed
Lt. Colonel		Eliminate Classification
Major	40	
Lieutenant	221	
ADD 1st Sergeant	125	First Line Supervisor
Sergeant (Detective)	440	
Patrol Officer	1641	Entry Level



Memphis Police Department



PROMOTIONS, TRAINING & CAREER DEVELOPMENT

- Hosted 6 Leadership Retreats (Lieutenants – Assistant Chief)
- Leadership training for all Ranks – Partnership with University of Tennessee (*UT Certifications w/ College Credits @ Graduation*) – Start Date March 2023
 - *The first ever Memphis Police Leadership Academy* - training cohorts
Will host satellite classes at MPD's Training Academy
- Outside Executive Leadership – TACP, Leadership Memphis, PERF, FBI
- Incorporated the CIT Program into new Recruit curriculum
- New Promotional Process – Job Specific for Supv.
 - CoM Reimaging Policing
 - 21st Century Policing
 - Supervisor Liability
 - Hostile Working Environment
 - Timekeeping, ADA, Sick time Use & Abuse
 - New Disciplinary Process



Memphis Police Department



REFORM TRAINING & CAREER DEVELOPMENT

- **Current Leadership & Specialized Training –**
 - De-Escalation Training
 - Police Corruption – Civil Rights Violations
 - Conflict Resolution
 - Just & Fair Policing
 - Communications Strategies
 - Anger Management - Emotional Intelligence
 - Building Trust & Legitimacy
- **Other-**
 - Train & Expand Less Lethal Devices (TASERS) beyond CIT Officers
 - Incorporate CIT Program as new Recruit curriculum
 - Expanded Annual In-Service Training for Civilian Staff
 - *Proposed* -History of Law Enforcement
 - *Proposed* -History of the City of Memphis

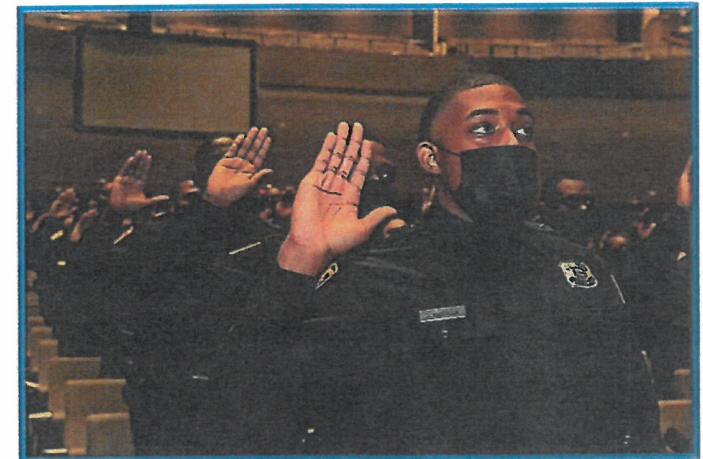


Memphis Police Department



RECRUITMENT REFORMS (State Requires 488hrs. - MPD provides 960hrs.)

- **Discontinued Waiver Hire Process as of January 2022:**
 - No Applicants with problematic criminal records or work history
 - All candidates are hire-ready entering into the Academy without appealing to the state Board to hire applicants with potential concerns
 - Hired 280 Officers in 2022 under new guidelines
- **Psychological Screenings**
 - New Hire Psych Evaluations (State Mandate/HR)
 - Employee Wellness – Personal/Family (3-days)
 - Mandatory Assessments post Critical Incidents
 - Employee Peer Representative APP (CONCERN)
 - Anonymous Referrals for Emotional Wellness
 - Hired an additional on-site Staff Psychologist (4)
 - HR Approved in 2022 3-Wellness Days
 - Incentive for Voluntary Physical Agility Exams - up to 2-Days Off



Public Safety Task Force Committee 2020 Recommendations

- School Collaboration – MPD’s DARE Program w/400 students
- Currently working with the SCS Truancy Task Force
- Psychological Testing Audit (HR)
 - Morrison & McDaniel proprietary test developer
- Basic Training @ Lemoyne Owen
 - New police academy must be state initiated
- Mental Health Therapy Hours
 - Up to 3-Days Wellness
- True Blue Tuesdays – Will explore this youth program with COPs Unit
- Academy Training Hours increased to 960hrs – courses recommended are included in the 960hrs
- MPD conducts regular roll-call reinforcing community policing philosophies
- MPD will work with HR on the evaluation promotional tests
- A plan has been established for recruiting 2500 officers as a long-term goal
- The Memphis Police Department continues to seek the best candidates for the position of police officer