**Selected Key Strategies for Equitable Policing, Community Trust Development & Crime Reduction**

### Increasing Diversity of Police Force

Work toward a police force that is diverse and representative of the community it serves. Some proven strategies include:

- Aggressively eradicate conscious bias from within police departments
- Understand and manage unconscious bias in police departments
- Adopt proactive and intentional recruitment, hiring and retention strategies
- Ensure that the agency’s organizational culture is guided by community policing, procedural justice and cultural inclusivity
- Be willing to re-evaluate employment criteria, standards and benchmarks to ensure they are tailored to the skills needed to perform job functions, and consequently attract, select and retain the most qualified and desirable sworn officers

### Culture & Mindset

Adopt **procedural justice as guiding principle** for policies, practices and interactions with community members. Based on four central principles:

1. Treating people with dignity and respect
2. Giving citizens’ “voice” during encounters
3. Being neutral in decision-making
4. Conveying trustworthy motives

Work to change police culture from warrior to guardian mindset which is based on the premise that law enforcement are members of the community protecting from within.

### Critical Decision-Making Model:

Using the **Critical Decision-Making Model** in the field to encourage officers to think critically and make decisions that are more effective and safe. Involves slowing down the process and:

- Collecting information
- Assessing situation, threats, and risks
- Identifying options which may include:
  - Bringing in additional officers & resources
  - Establishing communication with suspect
- Determining best course of action
- Acting, reviewing and re-assessing

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Recognize the **critical nature** of community-police relationships and trust, and follow-through of efforts to strengthen that relationship and trust.

**Involve community members** from heavily-policed areas in determining public safety priorities, policy development, and in policing oversight boards.

**Enforce a culture of accountability in which:**

1. A civilian oversight body is created to focus on policy, outreach and oversight
2. A disciplinary matrix is used to ensure that discipline is transparent and fair, including for violations that involve bias
3. Investigations of misconduct are comprehensive, objective and timely

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Policies, Procedures & Training

- Police officers are members of the communities they patrol.
- **Adopt policies, training, tactics and equipment** that provide officers with more effective tools for handling difficult situations that are proportional to the threat.
- **Discontinue use of outdated concepts**, such as use-of-force continuaums, "21-foot rule," and the idea that situations must be resolved quickly. Explicitly recognize the sanctity of human life in use of force policy. Require documentation and supervisory review of all uses of force. Fully incorporate and provide guidance on de-escalation concepts in use of force policies.
- **Supplement use of force training** with specific instruction on:
  - Tactical disengagement
  - Preservation of life strategies
  - Tactical communications to minimize or eliminate the need for use of force
  - Emotional intelligence
  - Stress management for officers during critical incidents
- **Incorporate adequate training** on policing persons with mental illness, and ensure that adequate resources are allocated for crisis intervention for responding appropriately to persons experiencing mental health crises.
- **Institute scenario-based trainings** that integrate:
  - Firearm usage
  - Use-of-force considerations
  - De-escalation
  - Crisis intervention strategies
- **Commit to thorough data collection and analysis** of police-civilian interactions, and to public accessibility to such data
- **Provide adequate training** on the unique considerations of policing youth, and specifically youth of color

Unbiased Policing

- **Institute initial and frequently recurring implicit bias training.**
- Create an assessment of implicit bias training including feedback loops to measure impact.
- **Review and adjust policies and procedures when needed to ensure effectiveness of implicit bias training.**
- **Integrate unbiased policing principles into law enforcement departments’ management, policies and procedures, recruitment, training, personnel evaluations, resource deployment, tactics and accountability systems.**


The selected key strategies outlined in this document were gathered by the Community Service Council (CSC) in an effort to facilitate dialogue on the topic of moving toward more equitable policing, community trust development and crime reduction in Tulsa, but are in no way meant to represent a comprehensive list of effective strategies, or to replace the critical process of the Tulsa Police Department (TPD) and the City of Tulsa engaging the Tulsa community directly on what reforms should look like. Additionally, CSC does not mean to infer that some of these strategies are not already being implemented by the TPD.

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PREPARED BY THE COMMUNITY SERVICE COUNCIL