



City of Phoenix

To: Milton Dohoney Jr.
Assistant City Manager

Date: October 25, 2016

From: Joseph G. Yahner
Police Chief

Subject: EXECUTIVE SUMMARY

The President's Task Force on 21st Century Policing:

The purpose of this memorandum is to provide a summary overview of the analysis conducted on *The Final Report of The President's Task Force On 21st Century Policing* released in May 2015.

In October 2015, after a careful review of the Task Force Report on 21st Century Policing it was decided the Phoenix Police Department (PPD) would conduct in-depth analysis of its compliance with the Task Force Report.

Commander Matt Giordano of the Department's Community Relations Bureau was tasked with leading a diverse, internal working group to review each recommendation and action item. The group consisted of two lieutenants, six sergeants, and six officers. The group was further subdivided into two groups and tasked with reviewing three pillars of the Task Force Report. The group make up is as follows:

Lieutenant Darren Viner
(Pillars 1, 4, 5)

Lieutenant Brian Lee
(Pillars 2, 3, 6)

Sgt. Guillermo Arubla
Sgt. Chris Eyrich
Sgt. Mark Tovar
Ofc. Vincent Cole
Ofc. Kenneth Frazier
Ofc. Lawrence Rosky

Sgt. Charmane Osborn
Sgt. Allison Reese
Sgt. Kevin Watts
Ofc. Tammi Fiori
Ofc. Marianne Ramirez
Ofc. Debra Wehr

The groups were directed to provide a response for each recommendation and action item which outlined the Phoenix Police Department's compliance. In addition the groups compiled supporting documentation for each response when applicable and uploaded the items into a robust Excel tracking system. This system allows the user to review each response along with the corresponding documentation. Further, the system allows for the ability to generate detailed reports which can be printed or shared electronically. Finally, the system can be updated to accurately reflect the Department's ongoing efforts.

The Task Force Report outlines **2** overarching recommendations, **59** recommendations, and **92** action items. It is important to note, the Task Force Report provides direction to the President, Congress, Federal Agencies, State and Local Agencies, and Communities. This report outlines the Phoenix Police Department's compliance with items directed to local law enforcement agencies.

Pillar 1 – Building Trust & Legitimacy:

Pillar 1 is comprised of **9** recommendations and **19** action items. A comparative analysis was conducted in relation to existing business practices within the Phoenix Police Department. The analysis confirmed the PPD has policies and practices in place which address all **9** recommendations. Of the **19** action items, the PPD has complied with **14** while the remaining **5** fall outside the control of the Phoenix Police Department.

Pillar 2 – Policy and Oversight:

Pillar 2 is comprised of **15** recommendations and **17** action items. A comparative analysis was conducted in relation to existing business practices within the Phoenix Police Department. The analysis confirmed the PPD has policies and practices in place which address **13** of the recommendations while the **2** remaining recommendations fall outside the control of the Phoenix Police Department. Of the **17** action items, the PPD has complied with **8** while the remaining **9** fall outside the control of the Phoenix Police Department.

Pillar 3 – Technology and Social Media:

Pillar 3 is comprised of **7** recommendations and **10** action items. A comparative analysis was conducted in relation to existing business practices within the Phoenix Police Department. The analysis confirmed the PPD has policies and practices in place which address **6** of the recommendations while the **1** remaining recommendation falls outside the control of the Phoenix Police Department. Of the **10** action items, the PPD has complied with **8** while the remaining **2** fall outside the control of the Phoenix Police Department.

Pillar 4 – Community Policing & Crime Reduction:

Pillar 4 is comprised of **7** recommendations and **24** action items. A comparative analysis was conducted in relation to existing business practices within the Phoenix Police Department. The analysis confirmed the PPD has policies and practices in place which address **6** of the recommendations while the **1** remaining recommendation falls outside the control of the Phoenix Police Department. Of the **24** action items, the PPD has complied with **18** while the remaining **6** fall outside the control of the Phoenix Police Department.

Pillar 5 – Training & Education:

Pillar 5 is comprised of **13** recommendations and **13** action items. A comparative analysis was conducted in relation to existing business practices within the Phoenix Police Department. The analysis confirmed the PPD has policies and practices in place which address **3** of the recommendations while the **10** remaining recommendations fall outside the control of the Phoenix Police Department. Of the **13** action items, the PPD has complied with **2** while the remaining **11** fall outside the control of the Phoenix Police Department.

Pillar 6 – Officer Safety and Wellness:

Pillar 6 is comprised of **8** specific recommendations and **9** individual action items. A comparative analysis was conducted in relation to existing business practices within the Phoenix Police Department. The analysis confirmed the PPD has policies and practices in place which address **4** of the recommendations while the **4** remaining recommendations fall outside the control of the Phoenix Police Department. Of the **9** action items, the PPD has complied with **2** while the remaining **7** fall outside the control of the Phoenix Police Department.

Conclusion

The Phoenix Police Department has engaged in proactive community policing for many years. The release of the Task Force Report in May 2015 was met with the anticipation of identifying best practices and an opportunity to improve the level of service provided to the residents of Phoenix. The Task Force Report outlined comprehensive strategies for improving police – community interactions and the Phoenix Police Department was pleased to note many of its policies and practices mirrored the recommendations and action items contained in the report.

The Phoenix Police Department also understands the need for self-reflection and the solicitation of honest feedback from community stakeholders. In that vein, the Department continues working with involved residents of Phoenix to improve upon historical successes and make changes when appropriate.

Recognizing the importance of the Task Force Report, the Phoenix Police Department incorporated its content into promotional processes, internal transfer processes, new officer training, new supervisor training, and the Field Training Program.

The following report is broken down by pillar, recommendation, and action item along with a response on the current compliance by the Phoenix Police Department. This will remain an ongoing process.

The President's Task Force on 21st Century Policing

Pillar One - Building Trust & Legitimacy

1.1 Recommendation: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

Response: Currently the Phoenix Police Department has adopted the Blue Courage training. This training extensively addresses the Warrior vs Guardian mindset and has been incorporated into yearly training attended by all sworn members of the Department. Additionally, resources have been allocated externally, to provide training with input from non-law enforcement personnel, such as Crisis Intervention and de-escalation.

1.2 Recommendation: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

Response: The Phoenix Police Department has always adopted, and perpetuates a policy of transparency. Historically this has been aided by a strong element of community input, not only in our Use of Force and Disciplinary Reviews Boards, but community advisory boards as well. This has been furthered recently by the implementation of body worn cameras in specific work groups, with a full deployment over the next 3-5 years.

1.2.1 Action Item: The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.

Response: This action item falls outside the purview of the Phoenix Police Department, the U.S. Department of Justice is the lead agency.

1.3 Recommendation: Law Enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood in accord with stated policy.

Response: The Phoenix Police Department has long been the leader in creating a culture of transparency and accountability. The Department's guiding values, as described in the acronym P.R.I.D.E. outline a commitment to integrity and accountability.

Additionally, the Department has partnered with Arizona State University to become a pioneer in the body-worn camera program so that police actions can be accessed by the community in a continued commitment to transparency. Lastly, the Phoenix Police Department utilizes the Professional Standards Bureau to continually monitor behavior and pattern of practice to ensure policies and procedures are aligned with modern policing philosophy and committed to maintaining the highest levels of integrity.

P.R.I.D.E.: guiding values Responsibility and Respect and Integrity and Ideals speaks directly to creating a culture of “personal responsibility” and “accountability for our actions” while maintaining “the highest degree of integrity.

Body-Worn Camera Program: is one of the major components of transparency and primary request from the community to improve accountability. The Phoenix Police Department is a national leader in the body worn camera system.

Professional Standards Bureau:

- Investigates alleged misconduct by Department employees.
- Investigates shooting and in-custody death records, registers, and controls the investigation of complaints against officers/employees
- Conducts evaluations of all police activities to appraise the utility of existing policies, procedures, and programs
- Conducts compliance inspections
- Updates Department policy and designs and updates official Department forms

1.3.1 Action Item: To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department’s website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

Response: The Phoenix Police Department embraces a culture of transparency by making its Operations Orders available on its website: www.phoenix.gov/police for public review. Furthermore, the Phoenix Police Department provides up-to-date crime statistics via RAIDS Online, as well as social media outlets: Facebook, Twitter, Instagram, and YouTube. Departmental policy dictates that social media can be used for community outreach and engagement by providing crime prevention tips, sharing crime maps and data, as well as soliciting tips about unsolved crimes via Silent Witness.

In 2016, as part of the recommendations of the Community and Police Trust Initiative the Department webpage added a new link to Community Initiatives. This link provides direct access to Annual Officer Involved Shooting Reports, Police Employee Demographic Reports, and Employee Excellence Summaries.

1.3.2 Action Item: When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

Response: The Phoenix Police Department's Operations Order 5.2 governs the release of information to the community, as well as the media, regarding a serious incident. Furthermore, it is dictated in Operations Order 3.1, Serious Incident Policy, that a Media Relations officer will be appointed during a serious incident to provide information to the media.

The Department actively engages members of the community as soon as operationally possible after serious incidents. Additionally, the Department maintains an extensive media contact list which allows for 24 hour a day connectivity with local and national media. Finally, members of the Community Relations Bureau and Director of Police Community Affairs Marchelle Franklin have cultivated community relationships and often communicate with members of the community following serious incidents through emails, phone calls, and in-person meetings.

1.4 Recommendation: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

Response: The Phoenix Police Department promotes internal legitimacy by clearly articulating its core values for employees through its purpose and P.R.I.D.E statement as outlined in Operations Orders 1.1. The Department's purpose statement is "To ensure safety and security for each person in our community". P.R.I.D.E stands for Protection and Prevention, Responsibility and Respect, Integrity and Ideals, Dedication to Duty, and Employee Excellence. The aforementioned emphasizes procedural justice and its core principles throughout the Phoenix Police Department, focusing on respect, legitimacy, and the concept of fairness; ultimately demonstrated in interactions between officers and the community.

1.4.1 Action Item: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

Response: The Phoenix Police Department developed a community engagement and outreach task force. This task force was established to develop a plan to implement short-term, intermediate, and long-term strategies and programs to address officer training, communication, community policing and public outreach. The Department also established a community engagement and outreach implementation team; which was created to ensure the recommendations were implemented.

The Phoenix Police Department also established a committee made up of officers and supervisors to review the President's Task Force Report on 21st Century Policing.

The committee has been tasked with reviewing each recommendation and action item to gauge the Department's compliance or need for improvement.

The Phoenix Police Department has a protocol in place for the creation of a new policy or a request to change an existing policy. The Professional Standards Bureau produces an electronic version of the draft policy and provides it to internal stake holders which includes members of the labor organizations associated with the police department. This protocol allows for honest feedback and informed opinions on the overall impact the policy will have on the Phoenix Police Department.

1.4.2 Action Item: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

Response: The Phoenix Police Department currently utilizes a disciplinary process that is reflective of general rules and guidelines that have been established in accordance with departmental policy. The criteria does recognize moral behavior, but primarily involves adherence to identified rules and regulations. The structure and basis of the employee disciplinary responses are intended to be distributed to employees in a manner that is fair, impartial, and consistent. The goal of disciplinary action is intended to correct inappropriate behavior or policy violations, and not distributed in a manner that reflects any pattern of inconsistency.

Departmental supervisors who are tasked with the responsibility of initiating and completing department investigations and actions are expected to conduct these inquiries in a manner that will reflect dignity, professionalism, and respect towards employees, and all other persons involved in the event.

The Phoenix Police Department recognizes the value of maintaining effective relationships with employee labor management organizations. This is also indicative when discussing and determining policy that established disciplinary guidelines. Currently, there are representatives from labor management associations on the Driving Analysis Committee and the Disciplinary Policy Committee. Current policy allows for input from all labor groups on the creation of new policy or the modification of existing policy.

1.5 Recommendation: Law enforcement agencies should pro-actively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

Response: The Phoenix Police Department currently engages in pro-active community outreach within Phoenix. These non-enforcement activities are encouraged and implemented to sustain community and police interaction. These functions are supported by police and city management and are facilitated through extensive

partnerships with valley wide organizations. These activities can be initiated at the precinct level, as well as city wide events that are facilitated through the Community Relations Bureau. Some events include:

- Citizen Police Academy
- Police Academy Experience
- Coffee With A Cop
- Citizen Observer Program
- Behind The Badge
- Cop For A Day

Community partnerships that have been engaged include several organizations that encourage positive dialogue that focuses on education transfer between community and police. Some of these organizations include the following:

- Faith Based Organizations
- Educational Institutions – All Grade levels
- Leadership Organizations (Hispanic Leadership Institute)
- Youth Development – (100 Black Men of Arizona)
- Phoenix Police Explorers
- Community Forums (Education Based)

Continuous engagement with the Phoenix Police Department's Citizen Advisory Boards are integral in maintaining positive communication about matters related to each community represented by an advisory board.

1.5.1 Action Item: *In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.*

Response: The Phoenix Police Department currently facilitates (12) Citizen Advisory Boards, which are comprised of community leaders who attend quarterly meetings with members of the Department during an open information sharing session aimed at exchanging citizen feedback and suggestions for Department operations and initiatives. The current Citizen Advisory Boards represent the following communities:

African American, Arab, Asian, Cross-Disabilities, Faith Based, Hispanic, Jewish, LGBTQ, Muslim, Native American, Refugee and Sikh.

The Department also utilizes Discipline Review Boards and Use of Force Boards, which include members of the community who evaluate serious use of force incidents and disciplinary infractions. Furthermore, the Phoenix Police Department is subject to the Civil Service Board, which is comprised entirely of citizen members and evaluates appeals from officers to regain their positions after being terminated.

Through increased levels of community engagement the Department has met with local grassroots organizations, national human rights organizations, and local community leaders to discuss current police policies and potential changes to policies to increase effectiveness. Additionally, the Community and Police Trust Initiative gave direct feedback to the City Manager on suggested policy changes.

1.5.2 Action Item: Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

Response: The Phoenix Police Department currently utilizes the Police Officers Placement Solutions Program (POPS). Incentives are offered to officers to reside in Crime Free Multi-Housing properties throughout the city, with the intent to prevent crime through a community based policing philosophy. Officers act as a liaison to their neighbors and community leaders while residing in the community.

This program has been around for more than two decades; however, based on shifting priorities there are no current participants. The addition of a new Crime Free Multi Housing Officer in 2015 was the first step in reorganizing the program. The Phoenix Police Department will continue to support this program and look for ways to increase participation.

1.5.3 Action Item: Law enforcement agencies should create opportunities in schools and communities for positive non enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

Response: The Phoenix Police Department, has a long running history of successful Community Based Policing programs. In the communities, the Department has programs such as Block Watch, Crime Free Multi Housing, and Crime Prevention through Environmental Design. Within schools, a School Resource Officer program exists, placing an officer on campus throughout many of the schools in the City. In July 2016, the Department reinstated the Police Activities League with one sergeant and eight officers. This program went away in the early 1990s due to budget constraints but a COPS Office grant allowed for the additional manpower. These programs enhance and encourage non enforcement contact with a wide variety of community members.

Traditionally the Department has worked in the community behind the scenes with little to no media attention. Recognizing the importance of informing the community of its efforts the Department has directed the Public Affairs Bureau to highlight positive news stories and ensure they are shared with the media and directly to community members through a variety of social network platforms.

1.5.4 Action Item: Use of physical control equipment and techniques against vulnerable populations, including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort.

Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

Response: Under the General Policy of Phoenix Police Operations Order 1.5, it stipulates that force response will be reasonable and based on the totality of the circumstances. Furthermore, it speaks to the elements of force, specifically ability, weighing whether a subject has the means to carry out an attack.

Additionally, the policy on the use of an Electronic Control Device, commonly referred to as a TASER, stipulates that use of the device should be avoided against children, the elderly, pregnant women and handcuffed prisoners.

1.6 Recommendation: Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

Modern-day policing and crime reduction has moved away from the “zero-tolerance” mindset as it relates to implementing safety strategies. Clearly outlined in our guiding values, the PRIDE statement delineates our commitment to reducing crime without negatively affecting the community. The Department is “committed to an aggressive response to criminal enforcement of the law” while pledging “total accountability for its actions” and “honoring the dignity and respect of all people.” Lastly, the Phoenix Police Department pledges “faithful police service to the community, embracing equal measures of courage, compassion, conscience, and consistency.”

1.6.1 Action Item: Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for any collateral damage of any given strategy on community trust and legitimacy.

Response: A zero tolerance crime fighting strategy is not successful due to the damage it causes on a police departments’ relationship to the community. Currently, police supervisors connect with community members and discuss crime fighting strategies through programs such as Block Watch, Phoenix Neighborhood Patrol, and Coffee with a Cop to help identify potential problems crime fighting programs may cause for community members. The Department would welcome a partnership with an educational institution to conduct formal research into this area.

1.7 Recommendation: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

Response: The Phoenix Police Department believes in community surveys and is in the process of creating a partnership with Nextdoor.com to issue a community survey through the Department’s identified members of Nextdoor.

At the end of 2015, the Phoenix Police Department partnered with the Mayor's Commission on Disability Initiatives and conducted two surveys. The first survey was for consumers of mental health and the second was for current, sworn employees. The goal of the consumer survey was to assess the level of service provided to mental health consumers while collecting suggestions on potential areas of improvement. The survey to the officers attempted to identify current issues or concerns related to their interactions with members of the community in crisis. The surveys are complete and the data is in the process of being extracted and analyzed.

1.7.1 Action Item: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

Response: This action item falls outside the purview of the Phoenix Police Department, the Federal Government is identified as the lead.

1.8 Recommendation: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Response: The Phoenix Police Department's Employment Services Bureau is tasked with the responsibility for the development, implementation, and execution of the Department's Hiring Plan as updated each Fiscal Year. The Hiring Plan provides ESB with a definitive road map for meeting the Department's operational and mission objectives related to the hiring of applicants for Police Recruit and Lateral Police Officer transfers for the organization.

The Hiring Plan clearly defines the methodology to be used to engage in a comprehensive community outreach effort to ensure a diverse applicant base is explored. Additional demographic data is provided from Census material as well as current departmental workforce data to be used to conduct on-going comparative analysis across all workforce segments. It is the goal of the Phoenix Police Department to hire the most qualified applicants for the position of Police Recruit in a manner that is truly representative of the communities we serve.

1.8.1 Action Item: The Federal Government should create a Law Enforcement Diversity initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.

Response: This action item falls outside the purview of the Phoenix Police Department, the Federal Government is identified as the lead.

1.8.2 Action Item: The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

Response: This action item falls outside the purview of the Phoenix Police Department, the Federal Government is identified as the lead.

1.8.3 Action Item: Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

Response: The Phoenix Police Department is creative with recruitment efforts and employs the public, business, and civic communities to help. This has been accomplished through maintaining a liaison with college campuses throughout Arizona, attending job fairs and participating in recruitment programs with ASU, UA, NAU, Grand Canyon University and local community colleges, accommodating all requests for career programs and maintaining a liaison with military job placement centers, conducting career presentation to diversity-based organizations, and utilizing social media to advertise recruitment. In addition, the Phoenix Police Department utilizes their website for recruiting purposes, offers an incentive-based employee referral program, advertises in the City Connection and water-billing publications, and has joined the Community Services Division.

1.8.4 Action Item: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.

Response: The Phoenix Police Department understands the importance of a diverse population which mirrors the community they serve. The Department also embraces the different cultures among community members and often attends significant events across the City. Finally, the Department strives to have employees who can communicate with all members of the community in their native language. To this end, the Department offers employees an additional monetary stipend for work performed in a language other than English and allows employees the use of Employee Development funds to further their linguistic abilities.

1.8.5 Action Item: Law enforcement agencies should be encouraged to explore more flexible staffing models.

Response: The Phoenix Police Department currently offers limited flexibility in staffing models. The patrol division adheres to strict shift schedules. The only formal flexibility is found in the Absent with Relief program, which allows officers to swap up to 10 work shifts with another officer per year. Investigative divisions have added flexibility in work hours and days, but such flexibility is informal and varies. The Phoenix Police Department always looks for ways to increase productivity along with employee morale and would evaluate staffing models to accomplish either.

1.9 Recommendation: Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

Response: The Phoenix Police Department has long been connected to the many refugee communities that call Phoenix home. A detective in the Community Relations Bureau has routine contact with several refugee resettlement organization in Phoenix and provides a lesson on U.S. Policing for all new arrivals. In 2015, the Department added three new Police Chief Advisory Boards one of which is for Refugees. This Board has been active and allowed for many stakeholders to come together and discuss issues between the refugee community and the Phoenix Police Department.

1.9.1 Action Item: Decouple federal immigration enforcement from routine local policing for civil enforcement and nonserious crimes.

Response: The Phoenix Police Department conducts all enforcement activities surrounding immigration in compliance with all federal and state laws while protecting the civil rights, privileges, and immunities of all members of the community. Operations Order 4.48 requires the involvement of a supervisor in any arrest for an immigration violation.

1.9.2 Action Item: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with the police or who enter the criminal justice system.

Response: The Phoenix Police Department prides itself on a diverse workforce. To that end, the Department has employees who speak a variety of languages. If an officer encounters a language barrier and a fluent speaker cannot be located the Department contracts with a translation service which is available to all employees.

1.9.3 Action Item: The U.S. Department of Justice should not include civil immigration information in the FBI's national Crime Information Center database.

Response: This action item falls outside the purview of the Phoenix Police Department, the U.S. Department of Justice is identified as the lead.

Pillar Two - Policy and Oversight

2.1 Recommendation: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

Response: In August 2015, the Phoenix Police Department created a Crisis Intervention Training (CIT) Squad to address the specific challenges associated with dealing with members of the population struggling with serious mental illness. The squad consists of a sergeant and 8 Detectives who received additional training by members of the mental health community above and beyond the training provided to patrol officers. The primary objective of the squad was to work directly with the mental health community on related issues, identification of best practices to establish a safer environment for police personnel whom interact with the members of the community in crisis, and to better protect the patient themselves during these interactions. A secondary goal and objective of this effort was to have the CIT squad assume the primary responsibility for conducting Mental Health Detention Order pickups of patients who pose a risk to themselves or others.

The creation of the squad was a collaborative effort between local, private, county, and state mental health practitioners and public officials to develop best practices protocols to improve the overall safety of interactions when dealing with the seriously mentally ill.

2.1.1 Action Item: The Federal government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

Response: This recommendation does not fall under the purview of the Phoenix Police Department, the Federal Government is identified as the lead.

2.2 Recommendation: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

Response: The Phoenix Police Department currently maintains a department policy governing use of force by its employees. The policy covers use of force options, reporting procedures, and identifies the training provided to its personnel related to its application and the consequences and subsequent discipline that may be levied upon employees who are determined to be "Out of Policy" in its use.

2.2.1 Action Item: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

Response: The following were implemented to address the recommendations detailed above:

- Re-instituted the Tactical Review Committee
- Re-assigned a Police Commander to the Training Academy to oversee the Advanced Proficiency Training program
- Instituted the 40 module with a focus on Use of Force and the de-escalation of force
- Provided training on dealing with the seriously mentally ill

2.2.2 Action Item: *These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.*

Response: The Phoenix Police currently submits all officer-involved shootings resulting in injury or death and in-custody deaths to the Maricopa County Attorney's Office for an independent criminal review of the facts and findings associated with each incident.

2.2.3 Action Item: *The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.*

Response: As identified in 2.2.2 Action Item, the Phoenix Police Department submits all officer-involved shootings resulting in injury or death and in-custody deaths to the Maricopa County Attorney's Office for independent criminal review of each case. In the event it is determined criminal charges are to be pursued, it is the responsibility of the Maricopa County Attorney's Office to provide external or independent prosecutors to process each case to which they have been assigned completely separate from the Phoenix Police Department.

2.2.4 Action Item: *Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody deaths.*

Response: The Phoenix Police Department currently reports on data collection processes and statistics on these categories as required by local, state, and federal guidelines to maintain compliance.

2.2.5 Action Item: *Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.*

Response: The City of Phoenix and the Police Department follow existing City Administrative Regulation A.R. 2.51 and departmental Operations Orders governing public records requests in accordance with Arizona Revised Statute 39-121.

2.2.6 Action Item: *Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.*

Response: The Use of Force and Disciplinary Review Boards are comprised of community members and sworn department employees who review serious incidents. The reviews determine if the actions of the employee were within policy and recommend levels of discipline when the actions are deemed out of policy. The Board's findings are shared with the Police Chief for consideration of discipline, policy changes, etc.

2.3 Recommendation: *Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.*

Response: The Post Officer Involved Shooting (OIS) protocols including the reinstatement of the Tactical Review Committee (TRC) are in place to review officer incidents. Two, mandatory follow-up visits with a contract psychologist are required and Critical Incident Stress Management (CISM) peer support programs are available to all employees. The TRC provides input to the Training Academy for future in-service training.

2.4 Recommendation: *Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.*

Response: The Phoenix Police Department understands the inherent issues surrounding suspect identification by an eyewitness. The Department reviewed recommendations made by Major City Chiefs in a Policy Statement regarding improving eyewitness identification evidence. Currently, the Department follows three of the four recommendations. The Department will review the fourth recommendation, Double Blind photo arrays, to assess the feasibility.

2.5 Recommendation: *All federal, state, local and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.*

Response: This data is currently available by request through the City of Phoenix Human Resource Department and is also compliant with Arizona Revised Statute 39-121 governing the release of public records.

2.5.1 Action Item: *The Bureau of Justice Statistics should add additional demographic questions to the Law enforcement management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.*

Response: This action item falls outside the purview of the Phoenix Police Department, the Bureau of Justice Statistics has been identified as the lead.

2.6 Recommendation: *Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.*

Response: The Phoenix Police Department currently collects, maintains and analyzes all relevant demographic data in accordance with local, state, and federal guidelines and requirements ensuring compliance. The Department's Crime Analysis and Research Unit can extract data on location type.

2.6.1 Action Item: *The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.*

Response: This action item is outside the purview of the Phoenix Police Department as the Federal Government has been identified as the lead.

2.7 Recommendation: *Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.*

Response: This recommendation is addressed under Action Item 2.7.1 below.

2.7.1 Action Item: *Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.*

Response: The Phoenix Police Department has demonstrated recent examples supporting our commitment to developing operational deployment strategies in favor of utilizing a layered and managed tactical approach to incidents. This intelligence led approach is designed to ensure the deployment plan is commensurate with the intelligence gathered on the event. Examples would include the department's planning and response to the Islamic Community Center of Phoenix (ICCP) mosque protest that took place on 5-29-15, as well as, the Department's deployment for the College Football Playoff National Championship game from 1-7-16 through 1-12-16. (See attached IAPs for both events)

2.7.2 Action Item: *The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.*

Response: This action item is outside the purview of the Phoenix Police Department as the Federal Government has been identified as the responsible entity for addressing this action item.

2.8 Recommendation: *Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.*

Response: The Phoenix Police Department has adopted elements of this recommendation already as it applies to the inclusion of the civilian populous and collaborative relationship with the civilian community to participate in the Department's Use of Force Review and Disciplinary Review Boards. This level of citizen participation is in alignment with the needs of the Department and the communities it serves.

2.8.1 Action Item: *The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.*

Response: This action item falls outside the purview of the Phoenix Police Department; the U.S. Department of Justice has been identified as the lead.

2.8.2 Action Item: *The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.*

Response: This action item falls outside the purview of the Phoenix Police Department; the U.S. Department of Justice's Office of Community Oriented Policing Services Office has been identified as the lead.

2.9 Recommendation: *Law enforcement agencies and municipalities should refrain from policies requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.*

Response: The Phoenix Police Department does not engage in policing strategies designed to establish pre-determined limits on the number of citizen contacts or enforcement products issued to its citizens for the purpose of generating revenue. The Department's commitment to its citizens is clearly outlined in the P.R.I.D.E. statement, which defines the roles and responsibilities our department personnel are committed to upholding.

2.10 Recommendation: *Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.*

Response: The Phoenix Police Department's Operations Order Section 4, Patrol Administration clearly defines the protocols and conditions upon which department personnel must obtain consent prior to conducting a warrantless search.

2.11 Recommendation: *Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.*

Response: The Phoenix Police Department maintains department policy governing the responsibility of department personnel to provide their identifying information in writing during their contacts with citizens when requested to do so in accordance with Operations Order 3.13.5.P.2.

2.11.1 Action Item: *One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.*

Response: Department personnel have access to formal business cards they can present to the public during their day to day interaction with the community they serve in accordance with Operations Order 2.4.3.A, B.

2.12 Recommendation: *Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.*

Response: The Phoenix Police Department does not engage in or endorse this enforcement strategy. All arrests are based on probable cause supported by a totality of the evidence in support of a criminal charge in accordance with local, state, and federal laws as provided under the U.S. Constitution.

2.13 Recommendation: *Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.*

Response: The Phoenix Police Department has established policies in place governing the actions of its personnel with regard to prohibited profiling practices. The Department remains in compliance with both state and federal laws prohibiting profiling and discriminatory practices in accordance with the groups identified in this recommendation.

2.13.1 Action Item: *The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officer to the Police Public Contact Survey.*

Response: This action items does not fall under the purview of the Phoenix Police Department; the Bureau of Justice Statistics has been identified as the lead.

2.13.2 Action Item: *The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.*

Response: This action items does not fall under the purview of the Phoenix Police Department; the National Intimate Partner and Sexual Violence Survey has been identified as the lead.

2.13.3 Action Item: *The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.*

Response: This action items does not fall under the purview of the Phoenix Police Department; the U.S. Department of Justice has been identified as the lead.

2.14 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

Response: This action items does not fall under the purview of the Phoenix Police Department as the U.S. Department of Justice, through the Office of Community Oriented Policing Services (COPS) and Office of Justice Programs has been identified as the lead agencies responsible for and tasked with developing an incentive funding program for smaller agencies in response to this recommendation.

2.15 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

Response: This action items does not fall under the purview of the Phoenix Police Department as the U.S. Department of Justice, through the Office of Community Oriented Policing Services has been identified as the lead agency for partnering with the International Association of Directors of Law enforcement Standards (IADLEST) to examine this issue.

3.1 Recommendation: *The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish National standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.*

Response: This Task Force recommendation falls on the U.S. Department of Justice to assume the lead agency responsibility for integrating strategies in support of this effort, each agency and jurisdiction is charged with identifying opportunities to integrate or enhance existing technological solutions to improve compatibility and interoperability.

Phoenix PD has done this in a variety of ways to include integration of the CopLink law enforcement information sharing database system and the GeoSuite (migration to ESRI ARC-GIS) visual mapping platform.

3.1.1 Action Item: *The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st Century policing.*

Response: The best example of this integration effort for Phoenix PD can be found in the on-going implementation of the new *Records Management System (RMS)*. The system has been in development for approximately 3 years before entering "Go-Live" on October 18, 2015. This system is completing Phase 1 of a multi-phased integration process impacting the entire police department. In preparation for this "Go-Live" effort, the RMS Project Team conducted extensive training with all facets of department personnel on both the civilian and sworn side of the Department. A complex multi-media approach was implemented to facilitate the on-going messaging of new RMS related information and status updates. This was communicated by PDTV video, PolicePoint web-based applications, Weekly Department Newsletter, e-mail, and the RMS bulletin.

3.1.2 Action Item: *As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.*

Response: The impact on privacy by the Phoenix Police Department remains of paramount concern for the protection of its citizens. This effort is reflected by the Department's existing policies administered by the Code Enforcement Unit responsible for conducting the redaction of critical Personally Identifiable Information (PII). Adherence to this effort is also depicted in the department's requirement for Terminal Operator Certification (TOC) allowing access to the new RMS or CLIPS features containing PII information.

Another example of the Department's effort to preserve and protect the privacy rights of its citizens is reflected in the Asset Management Questionnaire utilized by the Threat Mitigation Unit (TMU) of the Homeland Defense Bureau.

This questionnaire is used for the purpose of gathering critical infrastructure and key resource information that contains PII information vital to an enhanced public safety response in the event of an emergent situation. This document is utilized as a tool for the initial gathering of information on the resource and for conducting subsequent physical site assessments of schools, businesses, and critical city and state infrastructure.

3.1.3 Action Item: *Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulation of evidence in violation of policy.*

Response: With the implementation of the department's new RMS system, the level of enhanced security for evidence tracking and management has been significantly increased. The RMS system utilizes a technologically advanced approach to Property Tracking System (PTS) that enables a piece of evidence obtained from the initial scene to be entered in the Field Based Reporting (FBR) system of RMS and assigns a specific BAR CODE to each piece of evidence entered. The Case Agent has the responsibility for entering all such items of evidence with the BAR CODING serving as a dual-authentication mechanism or built in redundancy. This enables the evidence to be tracked electronically as it works its way through the entire case management system including tracking the progress of all items submitted to the laboratory for scientific analysis.

3.2 Recommendation: *The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.*

Response: The Phoenix Police Department has demonstrated its commitment to this effort through its development and integration of the GeoSuite visual mapping database solution utilized to conduct command and control operations during significant planned or unplanned major events occurring within the City and the region.

3.2.1 Action Item: *Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.*

3.2.2 Action Item: *Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.*

3.2.3 Action Item: *Law enforcement agencies should adopt the use of new technologies that will help them better server people with special needs or disabilities.*

Response: The Phoenix Police Department has demonstrated its adherence to the principles identified in this recommendation through the development of the ad-hoc Database Review Committee established in July 2013 through April 2014. The primary purpose of this committee was to conduct a comprehensive analysis of existing legacy platforms in use within the Department as well as evaluate new systems available for purchase. The intent was to select a multi-functional database system to meet the needs of multiple end users.

This process served to identify opportunities to streamline internal business processes and enhance existing work flows. The strength of this committee was contained in the diverse representative cross-sampling of personnel selected from multiple units of the Department with many differing mission objectives.

The Department's Community Relations Bureau continues to maintain its connectivity with the cross disability community working collaboratively on issues of specific relevance to this group. An example of this can be seen in the development of the Department's new Crisis Intervention Training (CIT) squad to better address the Department's response to and interaction with citizens suffering from serious mental illness.

3.3 Recommendation: The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

Response: The U.S. Department of Justice is the lead agency for identifying and integrating best practices and policy guidance for adopting these types of data acquisition. Phoenix Police Department will review policy models identified for consideration and potential implementation when appropriate.

3.3.1 Action Item: As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

Response: The U.S. Department of Justice is the lead agency responsible for identifying and developing a national best practices model for agencies to emulate; however, the Phoenix Police Department currently utilizes a version of this methodology as a standard business practice. An example of this effort can be seen in the creation of the City Manager's Task Force to examine and develop a strategic policy in the form of a city ordinance to govern the use of Unmanned Aircraft Systems (UAS) within the city. This task force is comprised of public and private community stakeholders from the business community, elected officials, public safety, American Civil Liberties Union (ACLU), the Goldwater Institute, the Legal community, hobbyist community, and the UAS industry. This task force specifically examined the impact of UAS on the individual citizen's privacy as weighed against the need to promote economic growth through commercial application of these systems. *(City Ordinance is pending final outcome of State Legislative Bill currently in draft submission)*

3.3.2 Action Item: The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovation technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.

Response: This Action Item falls outside the scope of the Phoenix Police Department and under the purview of the U.S. Department of Justice.

3.3.3 Action Item: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

Response: The Phoenix Police Department began using Body Worn Camera Technology prior to the creation of the Bureau of Justice Assistance's Body Worn Camera Toolkit. To that end, several lessons learned during the Department's implementation are included in the Toolkit. As additional departments deploy body worn cameras, their successes will be added to the Toolkit. The Phoenix Police Department continues to monitor the Toolkit and will adjust the BWC program accordingly.

3.4 Recommendation: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

Response: The Phoenix Police Department remains compliant with the existing Arizona Public Records Act as defined under A.R.S. 39-121 and 28-667 governing the release of criminal information. ARS 13-4434.C is followed by department personnel as it governs the release of victim information in accordance with state law.

3.5 Recommendation: Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

Response: An example of the Phoenix Police Department's commitment to this effort can be seen in its on-line web design of the Police Department's Home Page that can be accessed by the community at www.phoenix.gov/police. In addition, the Public Affairs Bureau maintains the department's numerous social media platforms such as Twitter, Instagram, Facebook, etc. The precinct commanders are also responsible for maintaining a social media presence on NextDoor.com. This platform provides the ability for bi-directional flow of information sharing between the community and law enforcement across the entire public safety spectrum.

The Department has a Complaint / Commendation tab on the landing page of the external website. This tab allows users to provide direct feedback to the Department which is routed to the appropriate point of contact.

3.6 Recommendation: The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.

Response: This recommendation does not fall under the purview of the Phoenix Police Department, the Federal Government was identified as the lead.

3.6.1 Action Item: Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.

Response: This action item does not fall under the purview of the Phoenix Police Department; several federal agencies were identified as the lead.

3.7 Recommendation: The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet

for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

Response: This recommendation does not fall under the purview of the Phoenix Police Department; the Federal Government was identified as the lead.

Pillar Four - Community Policing and Crime Reduction

4.1 Recommendation: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Response: In 2010 the Phoenix Police Department initiated a comprehensive and collaborative effort between city management, police officials, community leaders and others in an effort to engage the community in meaningful dialogue, with the purpose of identifying police/community engagement strategies. This effort was titled the "Community Engagement and Outreach Task force", and the final report and recommendations were submitted in January, 2011.

The report recommended a number of strategies to accomplish the goals identified by the various committees. Some of those strategies have been translated into departmental policy and there were preexisting policies concerning our Community Relations Bureau, which houses the Department's community programs that facilitate community engagement efforts.

In 2015, the City of Phoenix in conjunction with the Phoenix Police Department created the Community and Police Trust Initiative (CPTI). The mission of the CPTI was to build on the work of the Community Engagement and Outreach Task Force to further enhance police and community relations through continued dialog and partnership. As a result of the CPTI and in an effort to enhance transparency and information sharing pertaining to several aspects of the Police Department and its operations, several yearly, bi-annually and quarterly reports regarding topics of noted interest to the community will be posted on the external web page in 2016.

4.1.1 Action Item: Law enforcement agencies should consider adopting preferences for seeking "least harm" resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

Response: The Phoenix Police Department currently utilizes several "least harm resolutions". However, many are used in select areas and are not yet listed officially in Departmental Operations Orders. Such notable efforts are as follows:

- Maryvale Revitalization Corporation: Juvenile diversion through educational opportunities in lieu of arrest/citations.
- Social Host Ordinance: A proposed replacement for the department's Loud Party Ordinance. Such an ordinance allows officers to first issue educational resources to homeowners whose homes are found to be hosting parties that attract excessive numbers of juveniles and various nuisance crimes and juvenile delinquency.
- Shoulder Taps Investigations: Undercover operations focused at identifying adults that are contributing to minor delinquency via the purchasing of liquor. Intended to initially be educational vs. punitive.

The Phoenix Police Department strongly encourages the use of Citations in Lieu of Detention (CLD) for all misdemeanor crimes committed by an adult when allowed by law. This practice is outlined in Operations Order 6.2.

4.2 Recommendation: *Community policing should be infused throughout the culture and organizational structure of law enforcement agencies*

Response: The Phoenix Police Department proactively engages the community in developing crime reduction strategies through various means. Operations Order 4.24 defines Community Based Policing and the Department's commitment to a strong partnership with the community in addressing not only crime, but quality of life issues. Additionally, the Community Relations Bureau actively engages the community and business owners through various programs like:

- Block Watch
- Crime Free Multi Housing
- Safe Biz
- GREAT
- Wake Up
- Community Advisory Boards

In 2015, the Phoenix Police Department began hiring officers after a long hiring freeze and took the opportunity to adjust the portion of new officer training which occurs after the formal academy. Following graduation from the Arizona Law Enforcement Academy, Phoenix Police Officers attend a four week Post Academy in which they are taught Phoenix Police Department specific policies and procedures. During this time the new officers are exposed to a block of instruction on the importance of community engagement and ways to accomplish this important part of their job. Further, the Field Training Program was adjusted to include a community engagement portion as well. As a result, FTOs are required to expose new officers to non-enforcement community contacts on a weekly basis and track their efforts. Finally, all new first line supervisors are provided a two hour block of instruction on community engagement and how to role model the behavior.

4.2.1 Action Item: *Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.*

Response: The Phoenix Police Department encourages its officers to engage the community in non-enforcement contacts. As stated in Recommendation 4.2, the Phoenix Police Department has infused community engagement in multiple training blocks and supervisors are encouraged to track officer efforts as a performance measure.

4.2.2 Action Item: Law enforcement should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

Response: The Phoenix Police Department continually evaluates deployment practices to increase efficiency. As stated in Recommendation 4.2, the Department infused community engagement into its patrol procedures.

4.2.3 Action Item: The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

Response: This action item does not fall under the purview of the Phoenix Police Department, the U.S. Department of Justice is identified as the lead.

4.3 Recommendation: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

The Phoenix Police Department has long believed in a team approach to solving community issues. Over the past decade the Department has worked with public, private, and non-profit organizations when planning large scale events. The ability to leverage resources allows the Department to provide a higher level of service while avoiding a significant increase in operational expenses.

A recent example was the creation of the Crisis Intervention Team in 2015. This group of officers work with every level of local, mental health providers to understand their area of service so they may turn around and direct those in mental crisis to the appropriate organization for assistance. These proactive relationships become critical when high profile, crisis situations occur. The Phoenix Police Department realizes it is no longer possible or acceptable to solve the mental health issues faced by community members through arrests for non-violent criminal offenses.

4.3.1 Action Item: The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of the crisis intervention team approach that can be adapted to local contexts.

Response: This action item does not fall under the purview of the Phoenix Police Department, the U.S. Department of Justice is identified as the lead.

4.3.2 Action Item: Communities should look to involve peer support counselors as part of the multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responder and immediate support to individuals in crisis.

Response: This action item does not fall under the purview of the Phoenix Police Department, Communities are identified as the lead.

4.3.3 Action Item: *Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.*

Response: This action item does not fall under the purview of the Phoenix Police Department, Communities are identified as the lead.

4.4 Recommendation: *Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.*

Response: This recommendation does not fall under the purview of the Phoenix Police Department, Communities are identified as the lead.

4.4.1 Action Item: *Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.*

Response: Currently, there is a Phoenix Police Operations Order (3.13) which identifies and outlines professional conduct of Phoenix Police Officers. On the basis of this order, officers may be found to be not in policy if they utilize profanity during a citizen encounter.

As a result of the Community Engagement and Outreach Task Force, it was first recommended, and later determined that training would be provided to all sworn members of the department. The training was focused on emphasizing Interpersonal Communication skills, and Cultural Competency. The training underscored the importance of maintaining professionalism when communicating with all citizens. There was also information that led to discussion between officers in regard to the use of profanity or "Shock Language" employed by officers during the course of some of their duties.

4.4.2 Action Item: *Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.*

Response:

Officers on a daily basis perform acts which demonstrate their eagerness to interact with the community. Examples are adopting families on the holidays, purchasing items for civilians, volunteering to speak at educational, religious, and community based forums. Additionally, each precinct hosts several Coffee with a Cop events each year, which gives the community an opportunity to meet with the men and women who provide police service in their neighborhoods.