



## City of Phoenix

### Phoenix Police Chief Selection Process Community Input Survey

#### Executive Summary of Results and Participant Comments

December 14, 2015

Below is an executive summary of the results from the recent community survey for the police chief recruitment. Results include information on the participants, who the survey was sent to and a snapshot of the top results in key categories. Following the executive summary portion are measurements collected from the survey participants, and the detailed comments that were given.

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- **Participants:**
  - 1,229 participants took the survey between 11/9/2015 – 11/30/2015
  - 92% were a resident of Phoenix
  - 53% were employed in Phoenix
  - 217 wrote comments
  
- **Survey Sent To:**
  - All local media outlets – Approximately 400 subscribers to both English and Spanish language
  - All subscribers to the “PhoenixNews” listserv (about 1,480)
  - Advertised through the main city Twitter feed (about 10,600 followers), plus re-tweeted through several city department Twitter feeds
  - Advertised through the main city Facebook page (about 7,950 followers), plus shared postings on other city Facebook pages
  - Provided to 12 members of the Police Advisory Board
  - Posted to the Neighborhood Services Nextdoor account (62,500 subscribers)
  - Parks Department listserv contacts (13,560 subscribers)
  - City of Phoenix Jobs Email list (about 50,000 subscribers)
  
- **Top 5 Priorities for Phoenix PD to Focus On:**
  1. Responding to calls for service
  2. Crime prevention
  3. Crime reduction
  4. Maintaining public order
  5. Promoting police-community partnerships and collaborations

- **How Safe is the City Compared to Other Communities:**
  - 38% said safer
  - 38% about the same
  - 24% less safe
  
- **Top 5 Attributes When Selecting a new Police Chief:**
  1. Integrity
  2. Accountability
  3. Leadership
  4. Credibility
  5. Problem solver
  
- **Top 5 Leadership Qualities:**
  1. Communications
  2. Development of staff
  3. Problem solving
  4. Community oriented policing
  5. Understanding of diverse communities
  
- **Top 5 Priorities for the Chief to Focus On:**
  1. Connecting with the men and women of the department
  2. Improving police training
  3. Forming partnerships with community groups
  4. Reviewing all the policies of the department
  5. Building relationships with other law enforcement agencies
  
- **Top 5 Qualifications to Review When Selecting the Next Chief:**
  1. Staff development/leadership
  2. Track record of reducing crime
  3. Crisis management experience
  4. Years of executive-level experience
  5. Experience working with other jurisdictions

# Phoenix Police Chief Selection Process

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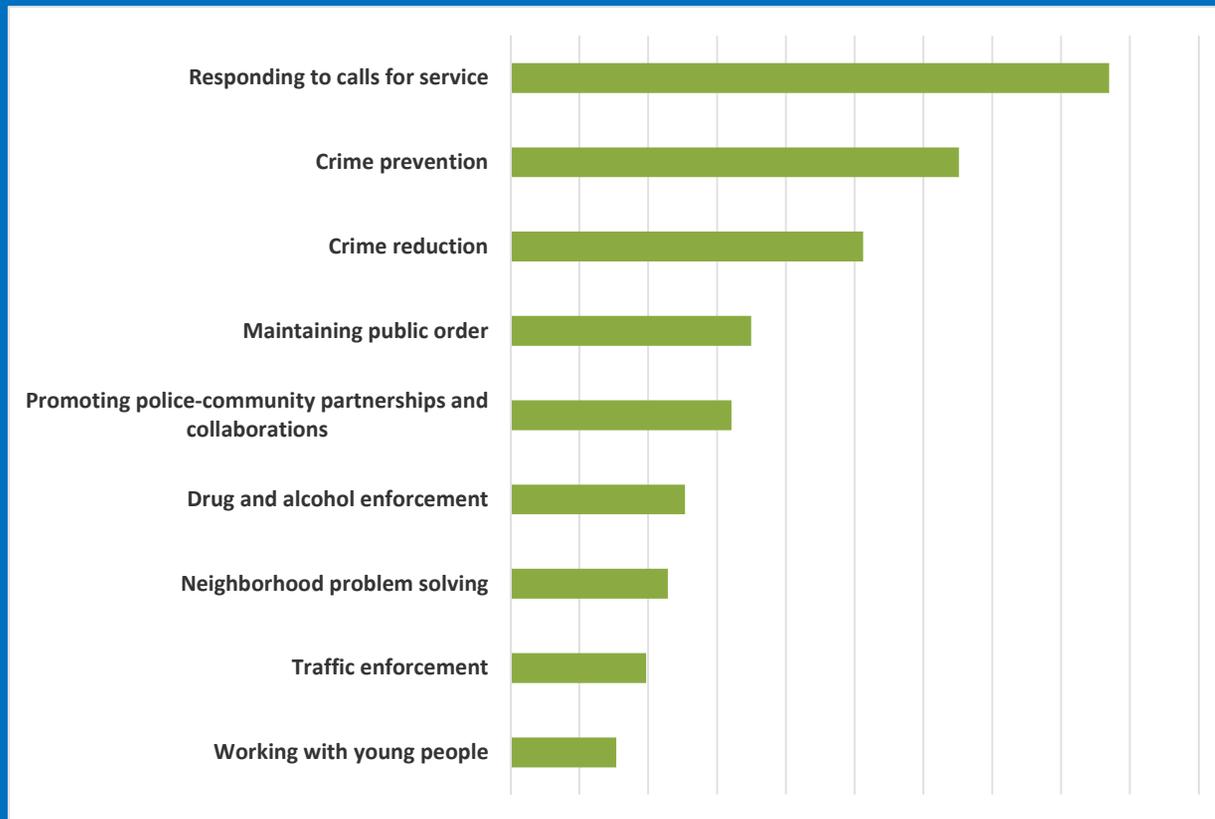
**Community Input Survey**

**November 2015**

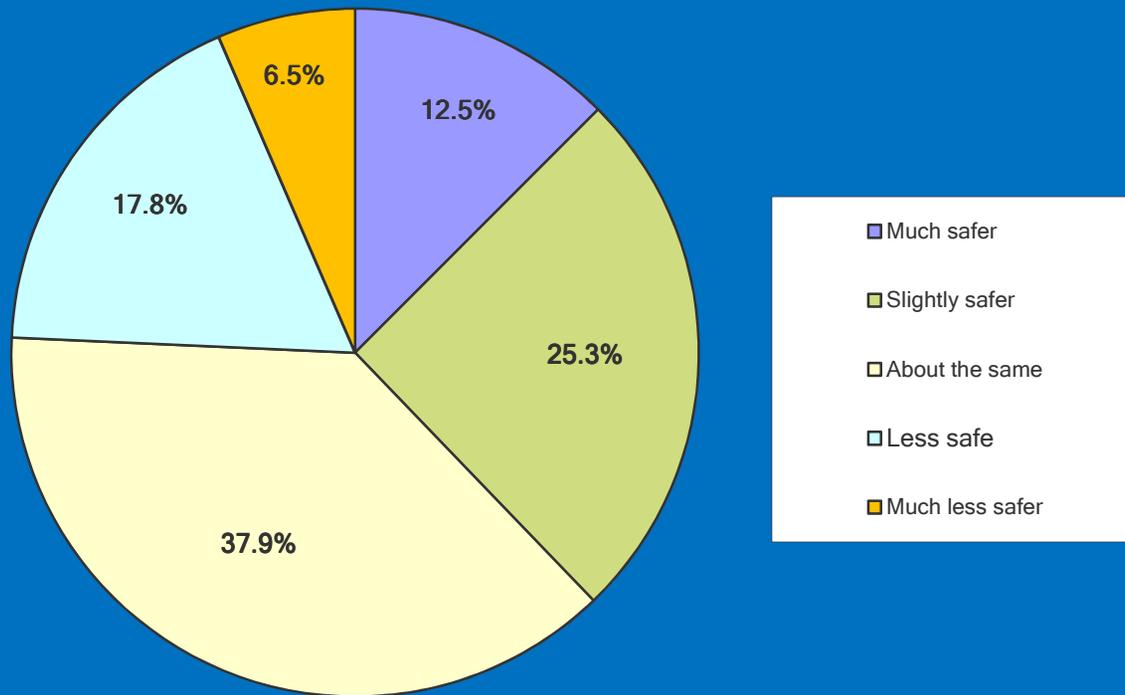
**1229** Total Responses

Powered by  SurveyMonkey

**Q1: In your opinion, from the following choices listed below, what are the top 5 most important priorities the Phoenix Police Department should focus on. Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**



**Q2: In your opinion, how safe is the city of Phoenix compared to other communities? (Select only one.)**



**Q3: ATTRIBUTES - In your opinion, from the following choices listed below, when selecting a new Police Chief, what are the top 5 attributes we should consider? Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**



**Q4: LEADERSHIP - With respect to leadership, from the following choices listed below, what are the top 5 most important leadership qualities in our next Police Chief. Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**



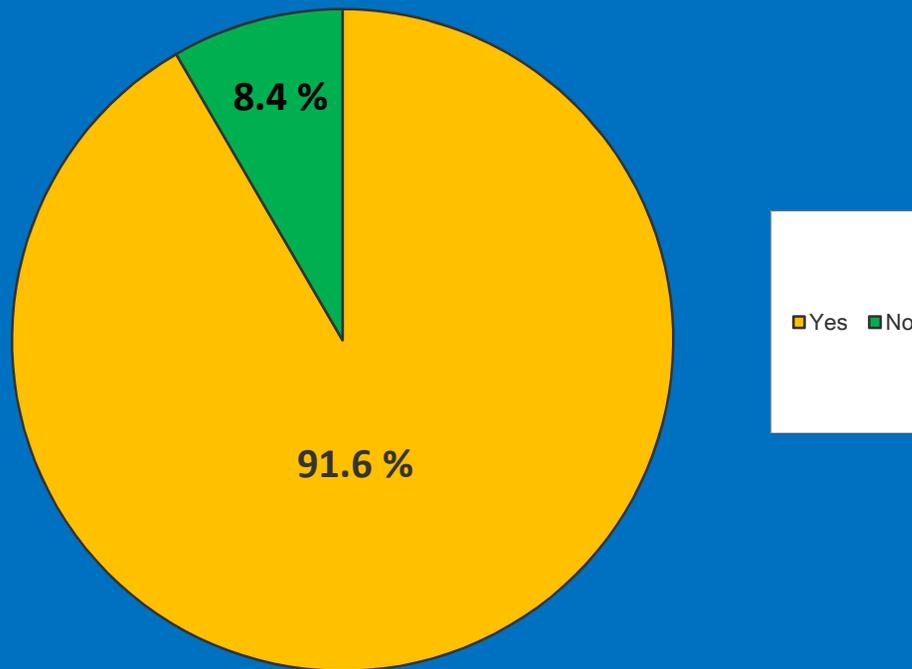
**Q5: PRIORITIES - The new Police Chief will be required to immediately balance priorities between the department and the community. Please rank the top 5 activities from the list below that you think should be an immediate focus for the new Police Chief, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**



**Q6: QUALIFICATIONS - When reviewing the qualifications for the next Police Chief, please rank the top 5 most important qualities from the list below, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**



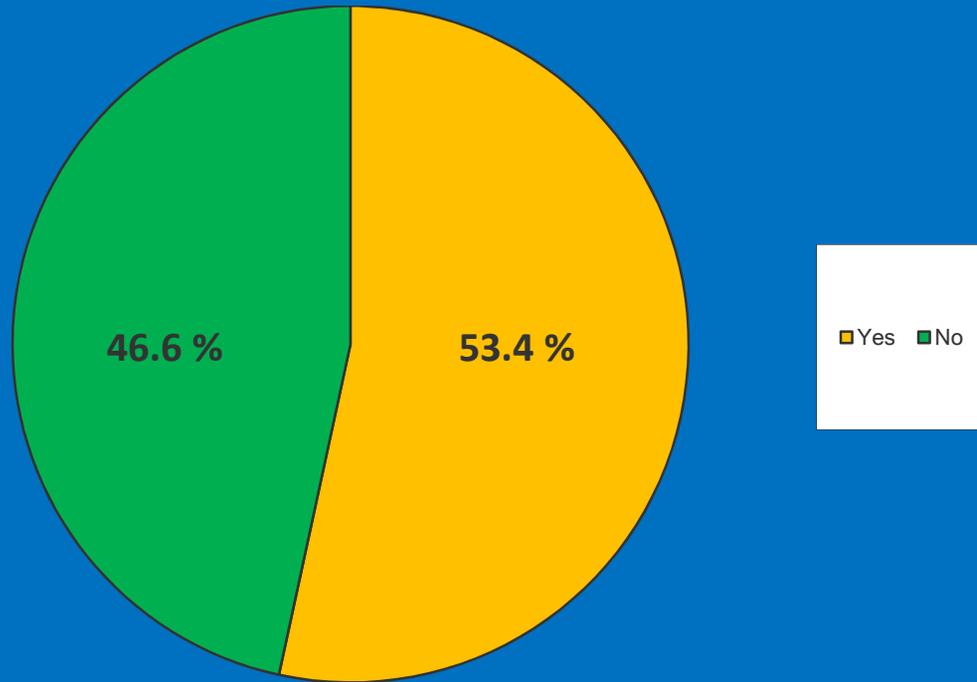
**Q7: Are you a resident of Phoenix?**



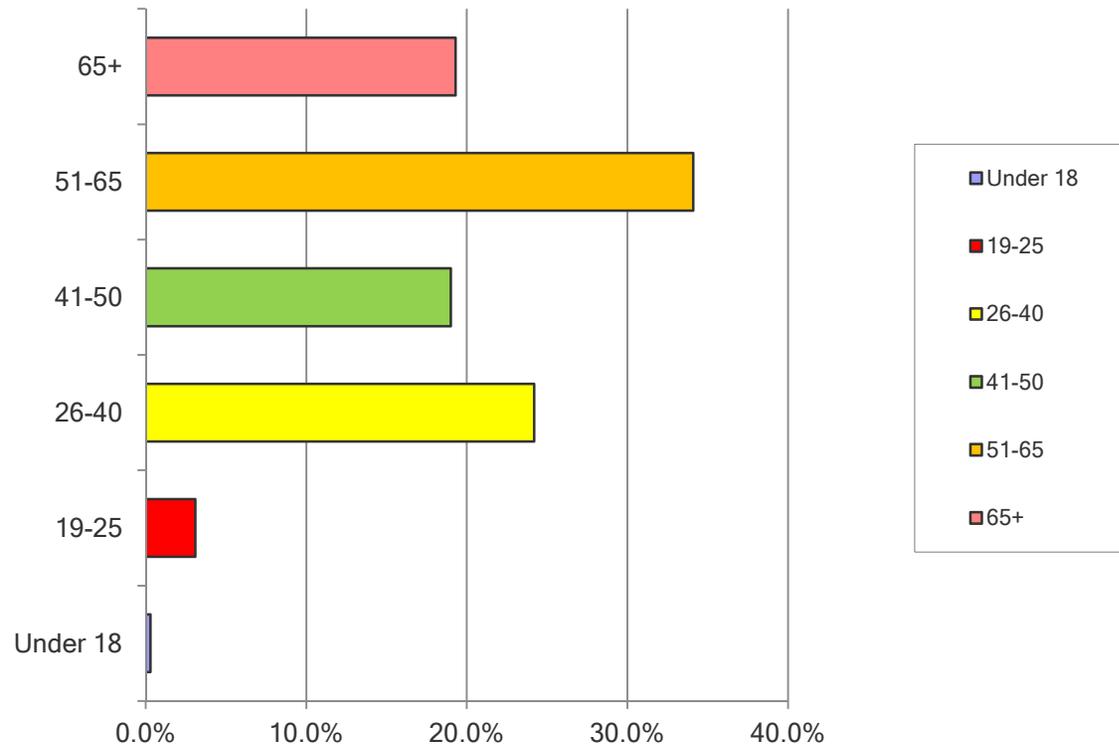
**Q8: If you are a Phoenix resident, select your zip code, otherwise choose not applicable.**

Zip Code	Responses	Percent	Zip Code	Responses	Percent	Zip Code	Responses	Percent
85001	0	0.00%	85028	22	2.19%	85062	0	0.00%
85002	0	0.00%	85029	28	2.79%	85063	0	0.00%
85003	16	1.59%	85030	0	0.00%	85064	1	0.10%
85004	12	1.19%	85031	8	0.80%	85065	0	0.00%
85005	0	0.00%	85032	45	4.48%	85066	1	0.10%
85006	19	1.89%	85033	7	0.70%	85067	0	0.00%
85007	23	2.29%	85034	1	0.10%	85068	0	0.00%
85008	22	2.19%	85035	6	0.60%	85069	0	0.00%
85009	10	1.00%	85036	0	0.00%	85070	0	0.00%
85010	1	0.10%	85037	15	1.49%	85071	0	0.00%
85011	0	0.00%	85038	0	0.00%	85072	0	0.00%
85012	8	0.80%	85039	1	0.10%	85073	0	0.00%
85013	35	3.48%	85040	10	1.00%	85074	0	0.00%
85014	19	1.89%	85041	31	3.08%	85075	0	0.00%
85015	29	2.89%	85042	19	1.89%	85076	0	0.00%
85016	26	2.59%	85043	12	1.19%	85078	0	0.00%
85017	8	0.80%	85044	28	2.79%	85079	0	0.00%
85018	41	4.08%	85045	1	0.10%	85080	0	0.00%
85019	5	0.50%	85046	0	0.00%	85082	0	0.00%
85020	31	3.08%	85048	18	1.79%	85083	22	2.19%
85021	28	2.79%	85050	49	4.88%	85085	9	0.90%
85022	32	3.18%	85051	21	2.09%	85086	15	1.49%
85023	18	1.79%	85053	23	2.29%	85097	0	0.00%
85024	16	1.59%	85054	28	2.79%	85098	0	0.00%
85025	0	0.00%	85055	0	0.00%	85339	22	2.19%
85026	0	0.00%	85060	0	0.00%	Not Resident	57	5.67%
85027	21	2.09%	85061	0	0.00%	Other	85	8.46%

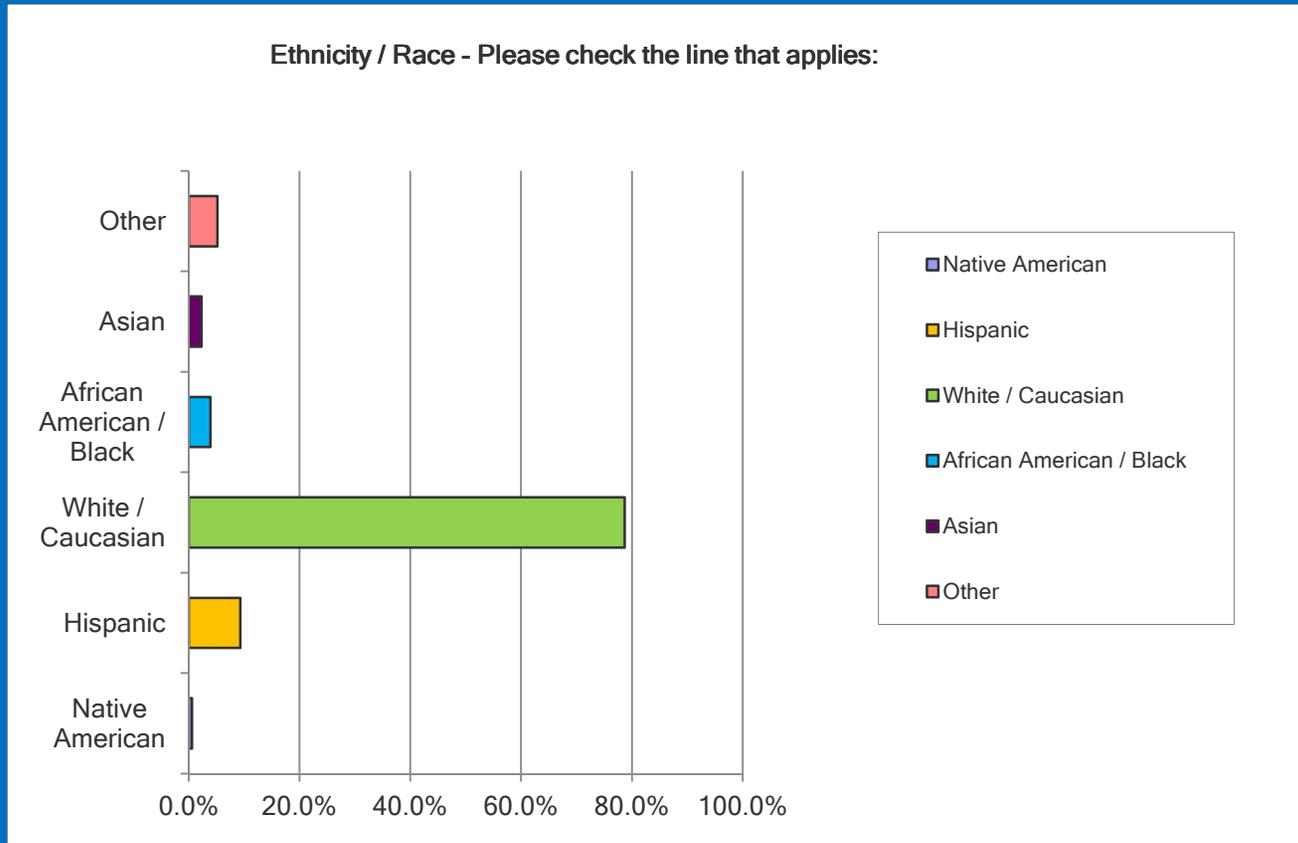
**Q9: Are you employed by a company that is located in the Phoenix City limits?**



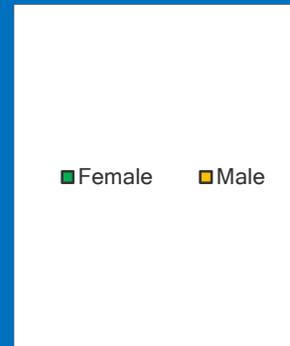
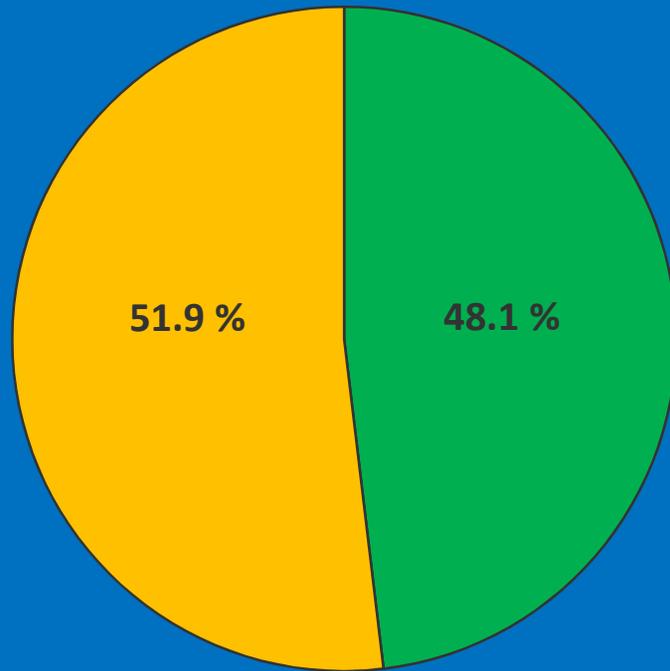
### Q10: Age:



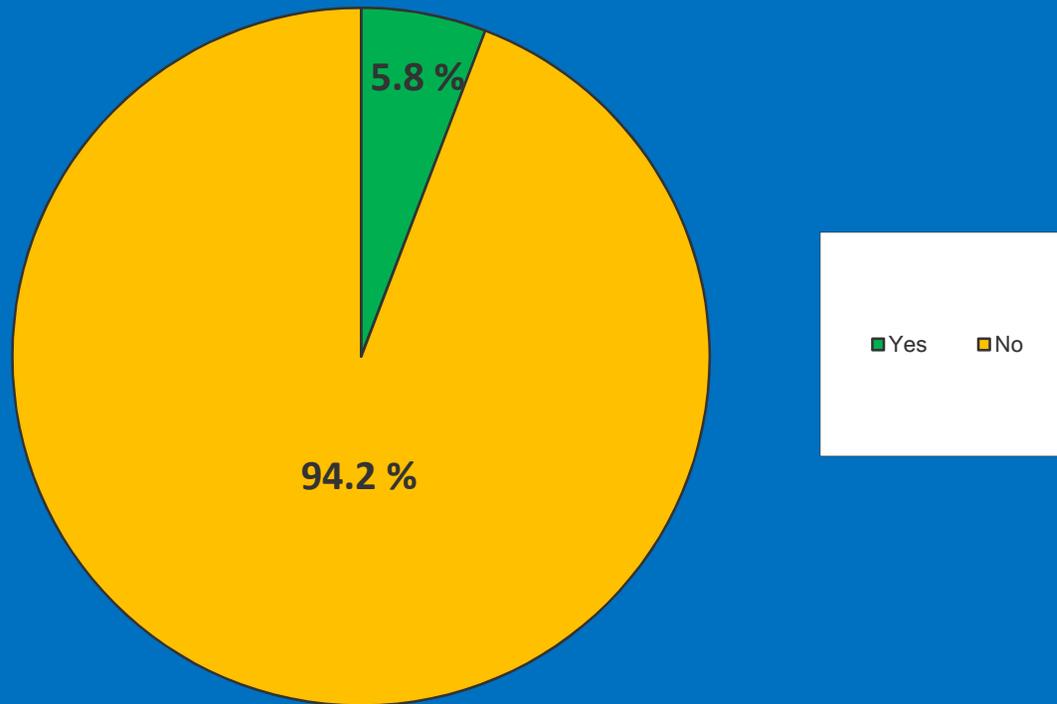
**Q11: Ethnicity / Race:**



**Q12: Gender:**



**Q13: Are you a student?**



**Q14: Is there anything else you think the search committee should consider when hiring the next police chief?**

[Click here for Detailed Comments](#)

## Phoenix Police Chief Selection Process - Community Input Survey - Question 3

**ATTRIBUTES** - In your opinion, from the following choices listed below, when selecting a new Police Chief, what are the top 5 attributes we should consider? Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.

1	Please don't worry about diversity, just the right candidate.
2	Honest and down to earth is a good trait for a police chief
3	Someone who holds themselves accountable will naturally result in having credibility and integrity. These are important attributes in a good leader. There are individuals who have promoted for the power, greed and personal agendas.
4	Needs to be a good chief for the public and the officers
5	ARREST and PROSECUTE bad cops. No more protections and special treatments.
6	Stand behind his officers
7	the police here can do what they want, even get away with lying on official documents and court. Unfortunately nobody trusts the PPD
8	Know the US Constitution and Bill of Rights, as well as, AZ Constitution and Bill of Rights so that your officers do not violate citizens Constitutional rights.
9	In force the law based on the facts of the situation and not media influence.
10	Most important would be the ability to identify threats to the public and to be able to implement effective deterrent plans.
11	DON'T be "politically correct"
12	Must be able to work collaboratively with labor groups to avoid unnecessary internal strife
13	qualified
14	enforce all laws including all immigration laws
15	Does not throw officers under the bus for political expediency
16	My personal experience (due to a mental health crisis) with Phoenix police and EMTs was HORRIBLE. A rogue police officer ASSAULTED me. EMTs hit me over the head with a pencil. More training is needed for dealing with mental health crisis.
17	A person with integrity and accountability will lead by example. A leader of a diverse community such as ours must take the diversity of the neighborhoods into account and assign officers who feel invested in the communities they serve and protect.
18	PPD needs a Chief who shows compassion and also stands behind their own in blue.
19	Fairness in the treatment of the rank and file
20	Mike Kurtenbach!!!!
21	Maybe ask the people who would be working for him or her what they want in a leader? Crazy I know!?!?
22	Doesn't break the laws with own agenda.
23	must support and engage positively with line level officers
24	A Chief who stands behind every officer and supports each one as if they were his own family .
25	It is well known in Phoenix that two officers from different areas will have completely different opinions on what the law can and can't do. I would like to see more consistency among the officers across the board.
26	American citizen
27	Not an easy job dealing with all walks of life these days. Best advice find alternate methods apprehending people so there is less physical experience. Lure the criminal mind into a controlled environment.
28	I want an aggressive police force that does not bow to the political climate and stays the course in pursuing justice against anyone who decides to victimize the citizens.
29	He must love his job, communicate with the interact with the community and build his trust as our Chief. To understand our needs and be fair....
30	Anyone applying for the position should be vetted as being a leader with integrity. We need to be tough on crime and stop with the political correctness
31	Does not tolerate any kind of abuse of power by officers
32	Promote from within the Chain of Command of Phoenix Officers!
33	has to have integrity and honesty
34	Profiling to protect American citizens from domestic terrorism or other illegal alien OR legal resident crimes is OK
35	Disbanding the police associations
36	We need someone who is Pro Cop, not Anti- Allowing police to enforce the laws, not lay down to criminals because of politics.
37	we would like to see someone who knows soft skills and treat the public with respect and be non-judgemental regardless of race
38	A chief that will take his officers opinions under considwration

**ATTRIBUTES - In your opinion, from the following choices listed below, when selecting a new Police Chief, what are the top 5 attributes we should consider? Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

39	Transparency - Police Officers who break the law need to be treated under the Justice System just like any other person that broke the law.
40	They are all very important.
41	11 CATEGORIES AND FIVE CHOICES - STUPID - EACH IS EQUALLY IMPORTANT INTEGRITY WITHOUT CREDIBILITY? NOT POSSIBLE
42	Intolerant of racism or sexism or other bad behavior on the force.
43	Candidates should be from diverse backgrounds, a qualified person of color (Black or Hispanic descent). Promotion and recruitment of a 50/50 key police Depart heads from people of color and not predominately caucasians.
44	Train police officers in how to deal with mental illness and withdrawal and equip them with necessary medications to be a first responder.
45	Enforcing all laws on the book. Note: That should be on your list as the most important. Many cases LEOs looks the other way because it's PC. Nobody should be above the law. All laws on the books.
46	Police Cheif must have strong morals and be ethical. Justice and diversity are very important as well.
47	We don't need a POLITICIAN as the Chief of Police. We need a person of Integrity that leads by example. One that doesn't play politics and states things as they are. When leaders of positions of power play politics we endanger our society.
48	Focus police attention of crimes against persons and property -- highest priority
49	Although integrity encompasses, I was looking for honesty
50	This is a tough one. They are all so important!
51	The chief should be able to work with all types of people and have an inclusive attitude about collaboration. He or she should be approachable and reasonable!
52	Does the candidate truly love police work. There are people I've met who apply for positions of power such as this one and really don't like what they're doing; rather they are looking to move up to an easy position with greater pay.
53	Must be accountable to every person in the community... whether mentally ill, a criminal, or a church pastor.
54	enforce ALL federal and state immigration laws!
55	I want someone that the officers can look up to and is fair and motivating
56	Vision and Strategy
57	Collaboration is missing. We do not need another autocrat.
58	there has to be a balance between supporting diversity but still enforcing the law. a good chief is fair and respectful but tough on crime.
59	HONESTY
60	Reckless driving and DWIs should be a major focus w more resources. It's stressful here because you have to take your life in your hands when you drive. It's not an honor to have 2 of the worst intersections in the US
61	Phoenix needs a police chief who can lead officers with a strong sense of professionalism.
62	on all these questions you should be able to pick more then one for each importance!
63	I live at 67th Ave. and Van Buren. It is a race track. People die in horrific accidents here regularly. Yet there is no proactive police presence. Get out here and start giving out tickets, radar them. Put some law and order here.
64	Respect for law enforcement is the result of when police recognize the diversity in and understanding of the population.
65	Inclusion and ability to work with internal and external customers
66	Takes cues from community not politicians
67	A Leader is not a Dictator,
68	I believe the new Chief should be able to lead by example and should hold his officers accountable for their actions/inactions.
69	Find someone who already has demonstrated these attributes here in the City of Phoenix Police Dept
70	Any police chief should possess ALL of these qualities
71	Understands and supports community based policing
72	Work collaboratively with unions
73	Focus on hiring more mature officers and those with other life experiences.
74	Love for people
75	I feel the Phoenix Police Chief should have all these attributes, and not just the most important ones.
76	If integrity leads the way, all the other attributes will follow. Justice, leadership, partnership, civic duty.
77	I believe my selected choices encompass all the characteristics of those choices that remain unselected. Thank You!
78	Please pick the best person for the job regardless of race.
79	Needs to be from within the City of Phoenix Police Department
80	Stop officers from treating residents like filth.

**ATTRIBUTES - In your opinion, from the following choices listed below, when selecting a new Police Chief, what are the top 5 attributes we should consider? Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

81	Adopt and stand by the above 5 qualities and the others will fall into place
82	should be localif at all possible. Familiar without city and its culture
83	Proven years of investment in our community with family. .
84	Commits to anti-racist practices and pushes the department to treat all people they come in contact with, with dignity and respect.
85	A number of these constitute duplicates.
86	All attributes are equally important.
87	I think that a police chief who lack both integrity and a commitment to community will not be effective in improving the community
88	I want someone who is not afraid to speak his mind and not be controled by the city council buffoons.
89	Honest with the community in focus.
90	Effective delegator- not a micro manager
91	I would hope a Godly man who understands that God loves us all with treat everyone with respect without choosing those attributes.
92	all are equaly important for effective leadership, it is difficlult to limit to only 5
93	we need a clear policy on officer involved shootings that is transparent AND includes resident participation/oversight.
94	Transparent - Open and honest about the things the department does well and the things the department does not do well.
95	Most of these can be encompassed by "professionalism" or "strong leadership." We need someone who considers the public and doesn't just hold press conferences when controversy arises.
96	If he/she is a person of integrity then I know they will be just.
97	Must have the ability to adapt, adopt, and lead change
98	Integrity will lead to the others.
99	Regarding Leadership and Accountability the entire command staff needs to be engaged. Please be mindful of the 95% of the population that rarely creates police involvement and be mindful of their concerns.
100	I would say find a chief that understand that police aren't perfect. Police are citizens who also need accountability. Someone who understands lethal force should be the last option.
101	Ability to work with the rank and file
102	Not having any of these attributes should exclude the candidate
103	I feel All laws need to be passed pertaining to Illegals.
104	Need to be engaged and respond to community's problems. Use different means to learn about each neighborhood and part of city's problems and work on multiple plans to solve them (Like crime in Laveen)
105	Mutual respect with officers and public. Approachable - a problem with most police officer.
106	Professionalism to me is #1. That should than encompass accountability and responsibility for actions. This would then filter down through the ranks. This is missing in a lot of jobs lately.
107	The Chief must be respected by his troops
108	Be kind.
109	Without integrity, any cop is useless. They must meet a higher standard. Bad apples must be disgarded.
110	Must not adhere to a "politically correct" philosophy. Strict enforcement of the law should be highest priority!
111	someone who is brave enough to cut back police overtime
112	The person of the police chief has to be real and of the highest character to preserve the credibility of the department.
113	relating to first responders
114	I think my top four are all must haves and I struggle to rank them as a different importance.
115	Communication within the Department ; Public Interaction
116	The department must hire, retain and promote people of color. Specifically, African American and Latino individuals.
117	Call things like they are already, no more sugar coating and babying regardless of color or ethnicity. DEMAND RESPECT and give it too.
118	Make police wear body camaras and have dash cams.
119	Frankly, I feel one should possess all of these attributes.
120	Today's climate demands that police build relationships with the community and gain the trust of residents and visitors. Working collaboratively with council and civic groups and showing that we embrace diversity is paramount.
121	continuity. we need someone who will stay in the job
122	This year, Chief Yahner released 2 different sets of crime stats: one for the 2014 calendar year, the other for the city's fiscal year. But he failed to explain what year he was referencing. Our new chief should be smart enough to avoid such errors.
123	Hire someone who will last more than one year.

**ATTRIBUTES - In your opinion, from the following choices listed below, when selecting a new Police Chief, what are the top 5 attributes we should consider? Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

124	Aren't all of the above categories a top priority? You expect me to rank professionalism over leadership?
125	One who doesn't crumble to pressure to conform to appease public perception
126	Focus on the drug problems - marijuana and other drugs are everywhere.
127	Responsiveness to citizenry
128	Emotionally intelligent - able to balance politics internally (with Council, unions and staff) and externally and get real work accomplished
129	Motivator-both motivating community & officers of the importance of working together
130	has a trusting nature; enjoys people.
131	Dedicated to the community, loyal to officers, honest with themselves to tackle the tough issues that revolve around building relationships with residents and the community.
132	hard to put in order, but credibility and civic have to be at top after respect (diversity) across ethnicity
133	The Chief SHOULD be from within the department. For example, Chief Renteria. She is an amazing women. She'd make a great Chief.
134	All are extremely important
135	Officers have too much unprocessed trauma and this ends up not only harming the officer, but our entire community. Better tools for managing the stress of the job during training are essential.
136	Respect of officers and community
137	Job is not easy, especially balancing the needs of the community with the needs of staff, so whoever is chosen needs to be able to balance and adjust to the needs of the City of Phoenix.
138	Strict adherence to our Constitutional Rights
139	Accountability to and for all, not just officers and COP, will create credibility, enhance integrity, professionalism and leadership
140	Protective of officers in light of current media driven toss police under the bus decisions.
141	All the other traits will be accounted for if the first five are strong.
142	Too bad they can't all be #1 priority because they are all very important attributes.
143	Transparency
144	I don't want a reactionary chief. Yes, learn from the mistakes of others, but don't rush a change of strategy overnight because twitter had a fit about something in another state
145	Familiarity with our city and it's problems, people and inner workings. We saw the chaos that you created bringing Garcia.
146	We need our Chief and other leaders to do whats right instead of what public opinion wants.
147	crime deterence, work with Doug Ducey to implement policies. police do little..only take crime reports
148	Don't cave in to the Feds:(
149	Enforce immigration laws
150	internal candidate
151	Communication - honestly keeping the public and dept informed
152	fair with his employees
153	Break the Blue Wall!
154	All of these should be preceeded by the word, proven.
155	Strong supporter of 2nd amendment and other constitutional rights of citizens
156	We need someone who will be able to stand up to political pressure, enforce the laws that are on the books and not pander to political correctness!
157	All of the above is important.
158	Integrity is non-negotiable. It should be evaluated and required prior to considering a candidate
159	NOT ANYONE who acts like Joe Arapaio. And smart enough to defuse bad police work. NOT like FergusonMO police.
160	intelligence, calm, good listening skills, passionate searcher for truth
161	Need police background (preferably local) w/ understanding of rank & file ofcr challenges & community concerns. Need close ties to community; willing to work with/LISTEN to ngrbrhds; address issues. Need good communicator/Integrity role model
162	I want it all!
163	Community engagement is critical.
164	Emphasis on protecting/guiding young adults as opposed to arrest, criminal charges & high court fees. Many of us made mistakes in youth; times were different then. We had opportunities for employment & low-cost education. Give young folks a chance.

**ATTRIBUTES - In your opinion, from the following choices listed below, when selecting a new Police Chief, what are the top 5 attributes we should consider? Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

165	Someone who has has serious hardships in their career. I would like a police chief who knows adversity, who handles it well, and who will take responsibility for their actions.
166	It is important that our chief and senior staff work with and listen to the officer too, not working in adversarial ways.
167	Stop treating the Police Officers badly
168	I would much prefer an Arizona/phoenix resident who is invested in our success and future
169	He should set the standard for the entire department
170	This category options are not very realistic. Better to have had a rating of from one to ten for each category.
171	Politically incorrect is OK WITH ME !!
172	Opposite of Arpio
173	A police chief who has the respect of the officers
174	A professional attitude, demeanor and appearance will go a long way toward endearing the force to the tax payers. The prevailing attitude is that if a felony arrest cannot be made, you are wasting their time.
175	The police chief must be be honest and willing to be transparent with the community to ensure trust from the community.
176	Helping to create a culture of service in Police
177	I think that we need to start a campaign to change the way we police our city. We need to find a way for officers to determine how to let somethings go. Not everything rises to the level of lethal force. This is new thinking for me, but
178	He or she should be proactive rather than solely responsive to the needs of our community. And, innovative in solving those issues as well.
179	I'm tired of Officer Friendly and 'Diversity'. The issue is crime.
180	Someone that does not get locked into political whims of the city's elected officials especially accomodating the PC crowd!
181	Doesn't make rash judgements. .doesn't fall for politically motivated decisions, listens to the officers. .detectives. plea and ppsla. Doesn't have his her own agenda. ...definitely backs officers. .
182	It is really difficult to choose as all of the attributes are important. I would add someone who can work with but won't be run by the unions. It can't continue to be business as usual.
183	Honesty is most important.
184	politically conservative attitude
185	when using force
186	Someone who will have the backs of the officers in the department is important. Someone who will not be swayed by public perception of an officers actions.
187	Respect from the force and the community are the most important leaders communicate at all levels. The chief must be able to lead his force with diligence and compassion for a very difficult occupation.
188	All of the aforementioned attributes are important.
189	It is difficult to prioritize these as they should be blended and shine through at different times.
190	Supportive of the department regardless of media/social pressures
191	Stand with your Officers first and foremost. They need to know they have the 4Th floor backing them up when they are out on the front lines.
192	Integrity / accountability is very important.
193	All ten of the attributes are important qualities of the next Chief.
194	All of these are important and are interchangeable when it comes to situational needs. A Police Chief needs to be able to exhibit all of these attributes at various times during a career.
195	Vic you have integrity, you'll be credible and vice versa. Similar attributes.
196	My Dad was an IG (Inspector General) of Police whose jurisdiction was a whole state with numerous city Chiefs and Comissinersunder him. He stressed self accountability must be of a higher standard than responsibility that's expected of you.
197	Tom Van Dorn
198	Speaks truth to power, and stands up for social justice to protect citizens of Phoenix.
199	Experience in Phoenix
200	All if these attributes are important.
201	Working with young people to prevent crime.
202	Focus on rebuilding department morale and promoting assistance to police officers who need help with job related stress.
203	This I s a VERY CONFUSING survey!!!!
204	Would like someone who sits with the officers and not the city officials so much.

**ATTRIBUTES - In your opinion, from the following choices listed below, when selecting a new Police Chief, what are the top 5 attributes we should consider? Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

205	experience
206	Someone that treats all people fairly and doesn't come from the "good old boy" environment (Internal)
207	Mike Kurtenbach is the best choice for Police Chief.
208	Huge improvement in weekend call response needed !!!!!
209	I think some of these are more all encompassing- but top priority is someone who can get the job done and make changes that have a positive effect on our communities and the crime we face.
210	A Chief who can lead and handle the politics and bully tactics from the Union while still leading. We are tired of the appearance the Police Chief has no support from City Hall also.
211	NOT BE ANOTHER DANNY GARCIA AND FIRE OFFICERS FOR EVERYTHING! It kills morale which reduces enforcement and makes community less safe.
212	stability might be a good start, too. turnover in high admin is getting scary.
213	Servant leadership. A leaders job is to serve his/her employees, equipping/training/supporting them in their work.
214	Servant leadership. A leaders job is to serve his/her employees, equipping/training/supporting them in their work.
215	In house promotion to avoid low mural
216	Stands up for what he/she believes in. Doesn't worry about always being politically correct.
217	Personally, I think the fact that diversity is an option indicates a fallacy with the search. The candidate should be the most qualified, regardless of race (or gender).

Return to Question 3 Data

## Phoenix Police Chief Selection Process - Community Input Survey - Question 4

	<b>LEADERSHIP - With respect to leadership, from the following choices listed below, what are the top 5 most important leadership qualities in our next Police Chief. Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.</b>
1	hold police officers accountable for their actions, including charging them with a crime and sending them to jail if convicted by an OUTSIDE prosecutor with NO ties to the Phoenix police dept.
2	Selecting staff based on ability(not because of who they are) and being able to communicate effectively with them without taking differing opinions personally are key elements in being a good leader.
3	Let your people do the job they were trained too do and weed out the thin blue line.
4	Improve Staffing and improve morale of the officers
5	Officers who enforce the laws are expected to be held to the HIGHEST punishment. Just like the civilians they arrest.
6	someone who will focus on serious crime and help rehabilitate the system and the citizens in need. not focus on petty things such smoking a joint when when we experience daily hard crimes such as assult crimes, burglary, robbery, even murder
7	When a leader leads, he or she earns the respect of subordinates.
8	Be proactive with any group promoting anarchy
9	qualified
10	not ignoring immigration laws
11	ACCOUNTABILITY should be first on this list.
12	Our next leader must emphasize to his officers the value of respect that is earned rather than taken or imposed by force
13	Mike Kurtenbach is all to many!
14	See above.
15	Working with all employee labor organizations.
16	this chief should be able to speak both English and spanish.
17	Find new techniques when confronting citizens no matter who they are or what nationality they are. It's not about color its about law and order and keeping people honest.
18	Aggressiveness in fighting criminal activity
19	Leadership by example and take the city to meet the people....
20	Superior district commanders and deputy chiefs
21	Getting the officers engaged. Stop saying what they can't do, which seems to be most things , and start thinking about what they can do.
22	Just/fair
23	Someone who will stand strong and ignore the political pressures
24	No tolerance of arrogance in officers
25	Having work their way up the Ranks into a Command Position from within OUR Department!
26	Political correctness really does NOT count anymore. Rule of law & keep us safe. Have your teams backs and protect them
27	Chief of Police should review all current resumes and eliminate any officers that have the potential to cause tax payers money to be paid out in "hush money."
28	SAME AS ABOVE
29	I believe that you are a good leader when you truly serve your people.
30	No leadership is possible if City Manager and Council want to micro-manage the Chief's work (as did before!).
31	Leaders state facts. Being politicaly correct will only endanger our communities. Deal with issues head on. Lead with Integrity and Lead by example.
32	When officers are right, support them; when officers are wrong, discipline them fairly; when uncertain, give them due process.
33	Support your officers and lead with integrity
34	Make all officers wear cameras
35	Respect for those who work for/with him/her and for citizens
36	New chief should understand unique and close relationship block watch groups currently have with precinct commanders. He/she should nurture, promote, and continue the alliance between block watch groups and PHX PD
37	Leadership means creating an environment where officers can report misconduct without fear of retaliation.
38	O.K. PROFILING! ie: if it looks or quacks like a duck...its a duck!!
39	Vision and Strategy for advancing police services contribution to community safety.
40	Some of these are subsets: a diplomat understands diverse communities, modern community policing includes accessibilty to the community, etc.
41	MUST cleanup police force. Get rid of BAD officers. We need to assign officers to the hot spots and get the task forces back on track. I really want someone who will organize a crime suppression mentality rather than a political figure.
42	HONESTY

	<b>LEADERSHIP - With respect to leadership, from the following choices listed below, what are the top 5 most important leadership qualities in our next Police Chief. Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.</b>
43	Let's lead the fight against gangs w effective community help
44	Chief Kurtenbach is more than qualified & is highly respected! He would rate 1-3 on all these qualities you are rating!
45	A true leader does not not lead by reacting all the time. Take proactive steps to make our neighborhoods safe. A presence in high crime areas is a great place to start.
46	The ability to motivate others to follow
47	Aa Leader is not a Dictator.
48	Willingness and flexibility
49	In my opinion, and great police chief develops and starts with a great police officer. That means one who is already engaged at the community level communicates well, etc.
50	front line officers have support
51	Being an example for all officers/ servant leadership
52	Modern police practices aren't working. Get back to basics. Start with traffic enforcement. Be seen. The rest will follow.
53	Knows and understands the culture of our Police Department
54	All of these attributes are equally important.
55	never ask a subordinate to do something you can't or are not willing to do.
56	to be in tune with what the officers are doing.
57	Must be able to set very personal standard, and goals for all members of the department.
58	ability to work with and deal fairly with the different unions within the police department
59	As the leader and head of a department, that department reflect directly on you. You are held responsible for the actions of officers, please consider that always.
60	Though it appear justified, the Ferguson police shooting had a negative impact to public perception of police. Hopefully the new Chief will do his utmost to improve public perception, support and the overall image of Phoenix PD.
61	Leadership has nothing to do with politically correct terms. It demands a person with character who can make a decision, stand by it and support his officers.
62	Proactive open communications is key
63	Thanks for the opportunity to give input.
64	Listening to the officers out on patrol as they are the eyes and ears.
65	Professionalism and accountability. Good staff to also promote these two important issues.
66	A leader should be accountable.
67	The fifth row of buttons did not show up on my survey. I would choose civic minded.
68	show you care for first responders
69	Must be willing to push hard to increase staff and push for pay restoration
70	Building back the numbers (bodies) in the Department as well as respect & morale w/in ranks lost under Garcia
71	To train police officers in problem resolution as opposed to military tactics and intervention. This relates to community based policing.
72	Be a leader-not a pc aclu naacp kiss up.
73	Ability to use budget best or acquire more funding
74	End police brutality and shooting people who have hammers or pill bottles in their possession.
75	Add flexibility or adaptability to the list. The new Chief needs to keep an open mind and adjust to the changing climate quickly.
76	I checked COMMUNICATIONS as #1, because it represents transparency (a word that should be included in your list of leadership attributes).
77	How about teaching the extremely rude officers they are about to inherit some manners?
78	Stop harassing citizens and actually abide by the laws you are supposed to enforce.
79	Providing officers with what the need from equipment to staff to polices to be effective
80	A leader that is not afraid to bring all parties together to solve the problems facing neighborhoods, schools, community and all diverse backgrounds.
81	Lead by example!
82	It's shocking to me that there is nothing about self-care for officers in this list. A leader must lead by example.
83	A strong leader is needed to be able to provide fairness to both the community and staff.
84	The right type of leadership will function like an elevator up and down and not necessarily show on stat sheets. Respect to all citizens regardless of race and social economics backgrounds
85	Politically savvy for obtaining needed funds to provide enough police.
86	A Leader is Steadfast, Fair, Deliberate and Principled with subordinates, his staff and the public. The above qualities describe Management, NOT Leadership.
87	Ability to enforce immigration laws and not afraid to remove people from this city who are here illegally.
88	Stop protecting bad or criminal cops and direct the police review board to recommend criminal charges when necessary.

	<b>LEADERSHIP - With respect to leadership, from the following choices listed below, what are the top 5 most important leadership qualities in our next Police Chief. Please rank your top 5, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.</b>
89	Positive relationship with subordinates
90	Courage. The ability to stand for what is right, even if self "community leaders" bring the outrage de jure to the press in an effort to be lenient to criminals.
91	What about trustworthy? What about humility? Dedication? The items listed above are not qualities of leadership but are either products of leadership or scope of work. POOR QUESTION. No wonder Phoenix lacks leadership in its management!
92	impartial, honest, wise, open to other ideas
93	If they employ community oriented policing, then they should be tuned in to understanding diverse communities and be civic focused.
94	It would be nice if the police were viewed favorably in the neighborhood. The kids are afraid of the police. I know a young woman who was raped by an officer and is afraid to come forward. The new chief should require body cameras and dash cams.
95	A good leader is a good listener, and helps other to succeed. A chief should not expect praise for themselves, but for their department.
96	He should lead by example and expect the same for every segment of the department
97	Again, this question and answers do not demonstrate priorities. Better to have had a rating of from one to ten.
98	Straight Talk.
99	Police need to be trained in how to communicate with their community members
100	The police chief must have innovative leadership in which he works to engage communitie members in creative, safe, and healing ways to develop and sustain their communities.
101	Helping to create a police culture of servcie
102	Justice over activism
103	Not a dictator
104	Feared by criminals.
105	Leaders are born. If the applicants cannot get good leadership recommendations then they are not leaders.
106	skin color is not leadership
107	If the leader understands Community Oriented Policing, they will utilize modern policing practices and understand the concerns of the diverse communities in Phoenix.
108	Working with community is very important.
109	All of these are important and are interchangeable when it comes to situational needs. A Police Chief needs to be able to exhibit all of these leadership skills at various times during a career.
110	Next chief must not say one thing to the public and then do different behind closed doors. Leaders listen. They are predictable. They are consistent. They develop their staff and do not play favorites.
111	Leadership needs to see communities that are underserved and get them the help they need. We are escalating in crime and do not have enough officers to meet this demand. Don't you think the people committing these crimes know that too.
112	Ability to set high standards such as one would expect of themselves. Be visible and very like able so as to inspire his /her fellow officers to shadow him/her in discharging their duties.
113	First seeks to understand that he is the primary guardian of all citizens in Phoenix, and protects and serves all City of Phoenix residents equally
114	Legal knowledge
115	Gets the job done without worrying about hurting people's feelings.
116	Cultivate a positive culture for officers and increase officer morale
117	Actually these questions are hard to answer in order. All of them are very important.
118	Kurtenbach is respected by the officers and the community no other candidate will have both, even gerry williams
119	a strong trunk makes a healthy tree.
120	Supports his/her employees. Law Enforcement is a difficult line of work, officers need to be supported and equipped.
121	Supports his/her employees. Law Enforcement is a difficult line of work, officers need to be supported and equipped.
122	Sets example, doesn't believe in "Do as I say, not as I do." Is a role model for other officers. Recognizes that some officers are not worthy of the position. Willing to clean up the department and get rid of the troublemakers.
123	Fiscal responsibility.

Return to Question 4 Data

## Phoenix Police Chief Selection Process - Community Input Survey - Question 5

	<b>PRIORITIES - The new Police Chief will be required to immediately balance priorities between the department and the community. Please rank the top 5 activities from the list below that you think should be an immediate focus for the new Police Chief, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.</b>
1	Holding staff accountability for the highest level of integrity
2	Let the public know that the police WILL be held accountable when they abuse their power.
3	Treating citizens with respect, not aggressively because they have a badge.
4	Reassess the detective sergeant selection. It should be mandatory that sergeants have detective experience in doing investigations before being placed in critical details (ie. child crimes (which should have a much needed cold case squad))
5	Ensuring illegal immigration is a priority.
6	Ongoing training of non-violent strategies in dealing with the public; the police kill far too many citizens in Arizona and in the country (1000+ in the country annually by last count)
7	Leave the political correctness at home.
8	Reduction of violent criminal activity = GANGS!
9	Improve Staffing of Police Officers, Improve Officer Morale
10	Processed in the DUI van and have their licenses suspended on the spot before they're done blowing in the machine, like everyone else.
11	its corrupt that small towns in other communities have had body and dash cams for 20+ yrs and we still dont yet have brand new SUVs
12	No body cameras. Police officers are supposed to be trusted members of the community. Body cameras give the impression of lying by the police.
13	Stop crime.
14	building relationship with community, esp kids
15	Reviewing every single policy, are you serious?
16	not being influenced by pro illegal immigration groups
17	People in the throes of a mental health crisis should not be treated the same as criminals. Better training is needed for dealing with mental health crisis. The crisis response team was a huge failure.
18	Reduce problems with diversity and respect for all people - increase servant leadership
19	Search for ways to continue hiring (sworn/civilian). 911 and calls for service shouldnt hold for an excessive amount of time due to under staffing. New Chief should survey PPD Employees inquiring how they view the department
20	Mike is the guy!!!!
21	End CALEA
22	If you have to when arresting a person on drugs who are resisting arrest shoot a net on top of them or blast them with laughing gas or something that calms them instead of getting physical causing a chance for bad public reaction.
23	Dont waist tax payer money on policys that take away from the focus of crime prevention, ie body cameras. Waist of money!
24	Change the culture .
25	Criminal Prosecution
26	I don't pretend to know the quality of training but it is important for agencies to work together..and the officers/management to have mutual respect
27	promote responsible CCW users to help protect our communities
28	Working effectively with the office of the City Manager and with the City Council.
29	Two officers at all times. Have your team's back & rule of law!
30	Disband the police associations that poison the City
31	providing support to law enforcement to enforcement the laws. To allow them to be the Warriors of the community again.
32	working on training for staff when dealing with individuals with mental health issues
33	Weeding out all lazy, corrupt, racist, violent cops They are here to enforce the law with honor and integrity, not fulfill a few communiies or big business agendas
34	It is important to include training on how to approach individuals who are mentally ill or in some type of mental crisis.
35	Stop making a Politically Correct PD. Enforce immigration laws. Anybody knows how much damage caused by a stolen SS# by illegals? PhxPD don't work on ID theft!!!
36	Providing cultural awareness, disability awareness, and mental health awareness to our police department. They need to be more personable and respectful.
37	A Police Cheifs actions reflect who he/she is. The Cheif job is to protect the city and not play Politics. Decision made by Facts will make our communities safe.
38	Working to dismantle systematic racism in enforcement practices
39	I have some reservations about the body cams but think there are places they are necessary.
40	If there is Deception in the ranks, then It has to be #1 it needs to be fixed - However I do not know if a problem exists.

	<b>PRIORITIES - The new Police Chief will be required to immediately balance priorities between the department and the community. Please rank the top 5 activities from the list below that you think should be an immediate focus for the new Police Chief, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.</b>
41	Establishing credibility with all sectors of the community
42	Improving police training: technical and tactical is specifically what I meant
43	develope CITIZEN foto i.d. card!
44	mental health training in how to respond to individuals with schizophrenia
45	Clear vision and strategy for improving public safety
46	Phoenix is at the bottom when it comes to public perception of safety and quality compared to other areas-this has to change.
47	Fire the unacceptable officers. Bust the union.
48	sensitivity training combined with effective policing.
49	HONESTY
50	Please advertise your bike prevention program more It's off the publics radar
51	We want a Chief who knows, loves and cares about Phoenix, and her citizens!
52	The priority is to give your department some bite. PHX PD is seen as a do- nothing joke of a police force who only show up after the crash, after the shooting.
53	Establish TIP line for dangerous drivers. There are too MANY speeders and dangerous drivers in Phoenix
54	Lightrail safety and the homeless psychos wandering the streets.
55	After completing the four above, determining what changes need to be made and take steps to implement them.
56	Increasing accountability within Phoenix PD; officers now carry themselves and treat others as if they are above the law
57	Reducing crime - in particular, gun violence
58	Enforcing basic driving etiquette to patrol staff; i.e. using a turn signal, obeying the speed limit, etc.
59	I also feel that The Phoenix Police Chief should Connecting with the men and women of the Phoenix Police Department, and Reviewing all the policies of the department, and interface with the community
60	Again, if a great police chief is to arise from your selection process, that would imply there is a great police officer or higher ranking law-enforcement officer already exhibiting those expensive reach
61	supports his officers
62	If you are doing the five I selected in this section, they will require attention be given to those choices left unselected. Thank You!
63	Reinstating a sense of pride and duty within the ranks
64	Ability to convey to city council the needs of the PD.
65	Traffic enforcement is first. The public will see you and feel safer and the criminals won't. Traffic stops will lead to other criminal activity and prevent crimes. Improve officer hiring practices.
66	Removing obstacles preventing staff from performing better.
67	All of these activities are equally important.
68	I think that we need have buy-in from both the police and the community in improving the community at large
69	While I think training is a key facet of staff development, the values modeled by the chief sets the stage for changing behavior of others.
70	Teach the officers not to quote law. They are not lawyers.
71	Community patrolling back to beats
72	Develop standards for higher level of accountability for all members of the department
73	getting to know their communities and putting together a plan to get more officers in communities that have a rise in property crimes (Laveen)
74	With effective training, begins connecting with your police force.
75	Let's find a leader for both our police force and community
76	Staffing is not even asked about. That is the top pirority more officers on the streets.
77	Hiring quality peace officers
78	Police approachability
79	More police presence in Green Gables area.
80	Focus on our ever increasing drug problem.
81	Communication, professionalism and accountability. Working with and getting the community and businesses more involved would help deter crime. Make businesses more responsible.
82	Hold staff accountable. Don't bow down to the union, they defend bad cops.
83	show you care and support first responders
84	increasing staff
85	Need Grants! Money/time to replace all the downsized staff for training. It will then take quite the time t finish the completion of training all personnel. There has been little staff to train/few to take off streets for training.
86	Recruitment, hiring and retention of minority police officers.

	<b>PRIORITIES - The new Police Chief will be required to immediately balance priorities between the department and the community. Please rank the top 5 activities from the list below that you think should be an immediate focus for the new Police Chief, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.</b>
87	Using police force "smartly" - tactical units, modern policing, targeting hot spots, engaging community, lightrail-facilitated crime
88	Budget. I keep hearing about a lack of police. Funding seems to be a problem.
89	Get body cameras on the whole police force and fire the 100 brady list police.
90	Hold police officers accountable for their actions and aggressively prosecute those who break laws.
91	Ensure safety of officers and provide opportunities to excel in profession.
92	Focus on the drug issues.
93	review area/precincts vs calls for service in prespective areas/precincts
94	it all starts in house, without relationship with officers, nothing will move forward.
95	Tools for officers during training.
96	Because of the prior history of the Chief and the Police Union, it is imperative that everyone is on board with the new hire or it will not work.
97	Providing the right training, may reduce the need to improve training, good leadership will resonate with employees, Phoenix is too large to connect with each officer a great leader leads by example and accountability, the people will follow.
98	Get rid of bully cops
99	Working to hire better quality officers; most are amazing but there have been instances of spousal abuse that have landed officers in jail. Frankly, these people should have never been hired.
100	Solving Neighborhood problems
101	cops needs to go the law book
102	The Dept staff & officers need reminding that their job is Public Service/Safety. Acting like abused victims is a loser. As a prior officer I knew the job would be thankless and involve danger, sacrifice and not great pay.
103	Community development and education
104	Ability and desire to create policies to remove illegals from the city.
105	The morale of the police department needs to be repaired. 4th Important is the addition of more police officers. The rest of the choices will make the Republic happy but have nothing to do with PHX
106	Make sure our officers have the training and gear they need to do their job, and to be safe!
107	Hiring and developing quality officers (many are amazing now),fighting for more officers. Tax revenue is up and police #'s are down...???? Building relationships in businesses AND neighborhoods.
108	Don't think we have issues with dept. policies, and body cams are nice plus, but needs to connect with officers, community, business and ACTIVELY partner with all
109	Communicate regularly with the whole community, working to inspire mutual trust and respect
110	Body cameras are a hot topic right now, they must be addressed, but NOT the focal point.
111	Hiring more officers!
112	How about making the City safe with more cops on the street.
113	Body cameras are nice,, but they are only a tool,, not a priority
114	Again, the question/answers are not realistic. Would have been much more realistic to have rated the answers from one to ten. This is kind of a waste of time as it doesn't reflect an accurate community response.
115	Working to answer the urban community needs - vagrancy - alley traffic - Areas that promote bad element
116	Be respectful of your front line officers so they will in turn respect the citizens.
117	The police chief must work dilligently to create a full accountability data tool and policies that ensure that police shootings and other police violence is fully investigated. Body cameras is not enough, though it is a first step.
118	Changing the culture of the police dept. from enforcement to support
119	Look into policies regarding treatment of mentally ill citizens.
120	GET MORE POLICE HIRED!
121	Identify and remediate any BULLIES on the force.
122	Developing and enforcing an action plan regarding the increased presence of drugs and drug usage/activity throughout the city
123	Greater visibility in our areas of highest crime
124	Not bowing to political or racial pressure
125	The top priority should be training, allowing police officers to do their job, and stay safe themselves.
126	Eliminating single officer interventions, for improved effectiveness and officer safety
127	Forming partnerships with community as a whole and not just with "special interest flavor of the day groups" that occupy so much of everyone's attention!
128	Rebuilding relationship with the community.
129	The current practice of Phx PD patrol is to provide an extremely slow response to neighboring agencies regarding accidents on the border. They also try not to respond at all to found missing juveniles from Phx. Makes for strained relations.

	<b>PRIORITIES - The new Police Chief will be required to immediately balance priorities between the department and the community. Please rank the top 5 activities from the list below that you think should be an immediate focus for the new Police Chief, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.</b>
130	An open door policy to local news media.
131	rank and file
132	The Phoenix PD has a plan for body cameras. They need money to purchase the equipment, train officers and establish a unit to effectively process the data. The candidate should have reviewed all department policies prior to the interview.
133	Hire more officers.
134	Assess all resources and personnel. Allocate and reallocate resources and personnel to create the most efficient and productive police department possible.
135	The chief is going to have to work to continue to restore credibility to the department. And while we have yet to have a Ferguson-type incident, the next chief needs to ensure that we don't.
136	Get Laveen and South Phoenix the amount of police we need for what is going on in our communities!
137	Priority one should be developing a plan to reduce the Police budget, with rising pension costs, the police budget is too big a drain on City finances
138	NONE of the above. Stupid
139	Stop trying to get our officers in trouble and let them police!
140	Where is Laveen, Az in all this? Why haven't we gotten a Police station? Response slow crime on the rise.
141	The Chief should support and continue Chief Yahner's staffing model cor officer safety and to increase officers on the street
142	Responding to crime trends and being transparent with our crime problems.
143	Be an advocate for the officers to local and state governing bodies. STAFFING SHORTAGES ARE A PROBLEM and are INAPPROPRIATE.
144	why why why
145	As stated previously, cleaning up the department - getting rid of the "bad" officers. Making Phoenix PD the proud organization it once was.

[Return to Question 5 Data](#)

## Phoenix Police Chief Selection Process - Community Input Survey - Question 6

**QUALIFICATIONS - When reviewing the qualifications for the next Police Chief, please rank the top 5 most important qualities from the list below, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

1	In regards to education level, I would prefer to see a Chief with a B.A. degree plus years of experience in law enforcement.
2	Years of Service with PHX P.D.!
3	Officers that are so MENTALLY ILL, that they will gleefully use PTSD as an excuse to get out of something as elementary as DUI. Should they really be cops?
4	Meaningful accomplishments; i.e. budgetary savings; results of policy implementation; results of operational savvy
5	I recommend promoting from within. I sure there are many eligible candidates already inside Phoenix PD. Phoenix is one of the most unique large cities in the country with its proximity to the border, etc.
6	If you want to avoid another Danny V. Garcia debacle maybe you should have another category such as "ability to interface and work well with labor groups".
7	Hire from with in the department
8	Before hiring a Chief find out what his/her 'former' employees thought of their ability to perform. PPD doesnt need another tyrannical Daniel Garcia. Years of experience doesnt mean your qualified to be a Chief.
9	Hey hey Mike! He is a leader among leaders.
10	Let your employees have some input. They will be working for this person
11	Understands how to gain respect by fellow police officers and staff. Must understand human behavior.
12	The chief needs to lead by serving his officers. Give them tactical training to be able to handle any situation with confidence.
13	One would assume administrative experience but being able to make the most out of budgetary requirements is also key
14	#1 An Experience Command Officer who has work thier way up within the Phoenix Police Department!
15	Honest, integrity love for the profession. No political butt kidding
16	To have been active patrol, and know what the streets are really like. to know what the support of your leader really means.
17	I believe the best Police Chief is from in your own agency. Keeping local and promote from in Phoenix Police will make the best chief!!
18	track record on reducing police violence and community policing.
19	Hired from within Phoenix PD ranks so that he/she knows the department & the city!
20	His or her temperment, ideals, and ambitions should be examined because that is the place which decisions and direction will follow.
21	Also, the person must be respectful to ever human being.
22	The city needs a leader that leads by example. Not one that plays politics. Too many executive level officers have become politicians and not leaders. Leaders lead by integrity and facts. Their actions clearly speak for them
23	Years/diversity of experience being a police officer should matter.
24	This Section is difficult. I always felt a good manager had no fear when hiring his replacement ! Thats why staff development is so Important.
25	Track record in prior posts of in a city similar in size to Phoenix.
26	The type of education is more important than amount.
27	Experience as a working cop?
28	Most Imp: Familiarity with Arizona and Phoenix, would really like to hire the Chief within the ranks yet also someone who can implement positive changes.
29	Manage the officers and regain their respect.
30	HONESTY
31	Give tickets for texting & emailing when driving down the road. Remember: many last text words were: "I'm around the corner"
32	I think fellow officers, and community should get to rank the candidates for this position
33	Someone who does not wait for the problem to happen. If you can't get people to slow down on the streets, you can't be worth a damn. They can't get the basics down now.
34	Track record of community based policing
35	Communication is key!!
36	I say, "hire the smile, train the skill." Meaning, one who has exhibited a willingness and a pattern of partnership and communication can learn the technical skill of executive leadership.
37	A fairly intelligent human being with highly developed Common Sense and many years of life experience most often functions at higher levels than someone who is highly educated. Hire someone from Phoenix or Arizona.
38	In order to provide a more efficient transition I recommend we hire a candidate that has professionally grown up within the Phoenix PD, an outsider might not get along with PD officials or PLEA as we just experienced
39	Needs to be hired within the City of Phoenix department.
40	

**QUALIFICATIONS - When reviewing the qualifications for the next Police Chief, please rank the top 5 most important qualities from the list below, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

41	Years of experience within our community (City). Knowing the culture of the Department
42	All of these qualifications are equally important.
43	I think staff development will come from selecting a highly qualified candidate experienced in bringing others together. I'm not sure it's the responsibility of the police chief to stay on budget. Someone else should be helping him do that.
44	I want someone who has been in law enforcement for a long time.
45	Would prefer to see a person with years of experience with a federal law enforcement agency.
46	Must have a proven track record of effectively working with the community.
47	Track record of community relations
48	I'd prefer someone with years of experience within law enforcement agencies rather than at an "executive" level.
49	It needs to be someone dedicated to addressing the systemic racism in police departments and the violence against civilians that follows. A new view of policing that seeks to serve ALL communities is paramount
50	Community member recommendations
51	More police presence in Green Gables area.
52	Most Imp = Community policing to reduce arrests
53	Should be like Tom Seleck in Blue Bloods
54	Integrity and a willingness to challenge the status quo, union, and get rid of bad cops. enforce personnel rules. Hold staff accountable.
55	I don't care where the chief went to school. Given they are being considered, they already have passed -that- criteria years ago.
56	Having good staff choices can assist with making other priorities fall into line.
57	The new chief must have experience in working with diverse communities and crime reduction thru community based policing.
58	experience beats "formal education and degrees" any day.
59	Speaking as somebody who was very involved in L.A.'s Rodney King incident, I recommend that our new chief must have demonstrated expertise with crisis management, ideally with a higher-than-average number of successful outcomes.
60	What is the officer's experience in problem solving and diversity? Does he or she have experience working with community groups to forge rehabilitation programs?
61	It would be great if he or she is smart, funny and kind.
62	We need someone respected in community from Phoenix! Someone nationally known in community based policing.
63	Accessibility to public and employees
64	Stop police harrasment
65	Hire a Chief who has been a police officer who worked his/her way up. They have a full grasp of the job. Do not hire a suite who will not be perceived as doing what is best for the dept by the police officers themselves.
66	Make illegal immigration enforcement a priority
67	leadership does not equate to the rank held
68	coming up through the ranks so there is knowledge of what it's like to be a cop on the street
69	I want to see a track record of siding with justice. Even if that means the cops are the one's prosecuted.
70	Being from this community should be an absolute requirement.
71	Education and executive level leadership can be interchangeable depending upon the individual. Needs to understand budgeting, but that can be delegated and reviewed with them. Leadership cannot be delegated.
72	Most important: experience as an OFFICER; less: experience as people leader. Education relatively UNIMPORTANT. We don't want an egghead, we need practical experience!
73	Experience does not a good leader make, don't find an old fart who's stuck in the past, find someone who listens, who's personable, and who officers and communities will LIKE.
74	DONT HIRE ANYONE FROM OUTSIDE THE CITY. PICK A GOOD CANDIDATE FROM WITHIN. LAST TIME YOU GUYS PICKED AN AHOLE FROM TEXAS AND HE SCREWED THE POLICE UP.
75	The most important attribute would be to interact and respond to the concerns of the community. The other categories pale in comparison and are not even worth rating.
76	Experience in reality hard to define; Education is not a top priority, the schools are full of it and produce NOTHING.
77	There needs to be a track record of working well with diverse communities.
78	Changing culture of police from one of enforcement to one of support. Not a unique problem only in Phoenix but could serve as example for all police departments around the nation.
79	Qualifications not based on simply being a tool to elected officials and "PC" crowd.
80	I would prefer a local candidate who has risen through the ranks of the Phoenix PD.
81	I believe that the new police chief should not be chosen on a track record of reducing crime. Crime will always be. Focus on the diverse community that is Phoenix. Focus on upholding a solid standard of policing.
82	Not having a fear to challenge or dispute the feds as many elected Sheriffs and Martshalls. Having the testicular fortitude to stand up to a wimp mayer like Baltimore's "stand down" order
83	Years working with Phoenix police preferred

**QUALIFICATIONS - When reviewing the qualifications for the next Police Chief, please rank the top 5 most important qualities from the list below, with "Most Imp" being the most important, "2nd Most Imp" being the second most important, and so on.**

<b>84</b>	Hiring from within, someone with a loyal track record to stay with the city.
<b>85</b>	Education and rank are not always factors to consider the best applicant. experience is accumulated by legitimate work not longevity or privilege
<b>86</b>	The Phoenix PD has a great Fiscal Bureau, that has been under budget the last 3 years. It also has a stellar Homeland Security Bureau, SAU, NET Squads and Community Response Squad that can handle a crisis.
<b>87</b>	Hands on/street level experience is required. The Chief needs to be in touch with what is going on now and not how things were 20 years ago when they last hit the street as an officer.
<b>88</b>	Common sense and understanding the street is critical. Issue w/ Garcia was that he didn't really understand what his officers were going through. He was a control freak that immediately lost the respect of his officers. This cannot happen again.
<b>89</b>	Should be able to communicate with Partol Officers, at their level.
<b>90</b>	This was a stupid question.
<b>91</b>	Experience as a line level police officer/street sgt is equally important to executive level exp. This ensures you are hiring a law-enforcement officer NOT a politician.
<b>92</b>	Track record of being honest and willing to work with police organizations like PLEA

[Return to Question 6 Data](#)

## Phoenix Police Chief Selection Process - Community Input Survey - Question 14

	Is there anything else you think the search committee should consider when hiring the next Police Chief?
1	Be confident the new Police Chief has a good plan to deal with potential shooters/city riots/terror response in light of our current day happenings. Please also consider someone who has a good personality to speak directly to the public with commanding strength absent of arrogance. Thank you for the opportunity to complete this survey.
2	Give the Chief support and the authority to address employee disciplinary issues. Morale is harmed when poor performers are allowed to avoid the consequences of their behavior.
3	I want a city that has "Swedish" quality cops, not the bullies and thugs we have now.
4	minority chief female
5	Find someone who can lead without buzz words like "the nobility of policing" or "policing with a purpose." Find someone who came up through the ranks and can lead the department with credibility. Find someone who learned leadership by being a leader and not reading and quoting management theory books.
6	I am a new resident of Arizona, so I am not sure if the police chief has term limits. If not, I would say the next chief should have a term limit of 5 years, with the option to remove that person if their performance is not satisfactory. Also, the next chief should be someone who is a native or long-term resident of Arizona. I would also like for the city to recruit and interview female candidates.
7	The city needs another chief with the same qualities that were possessed by Garrett and Harris. Good luck in your search.
8	Don't be politically correct!
9	<p>Thanks for the opportunity to comment:</p> <p>The focus of the police chief should be to take leadership so that the police do not represent a threat to citizens, especially minorities, the poor and the mentally ill. To that end:</p> <ul style="list-style-type: none"> <li>▶ Upskill/train personnel to see society and all citizens as those whom law enforcement serves, including arrestees</li> <li>▶ Upskill/train personnel to see themselves as a part of society with no special designations or privileges (this speaks to the inclination of law enforcement to refer to themselves as "society's finest")</li> <li>▶ Personnel and applicants screened for racial bias</li> <li>▶ Special training in dealing with minorities, the poor, and the mentally ill</li> <li>▶ Ongoing training of non-violent strategies in dealing with the public</li> <li>▶ Reaffirm a police officer's duty to retreat when a non-violent subject flees</li> <li>▶ Law enforcement and officers to completely reject a "must win" attitude</li> <li>▶ Publish detailed quarterly law enforcement statistics, including shootings, killings and all encounters with citizens that are or could be construed as civil rights violations; 100% complete transparency</li> <li>▶ No ex-military hires</li> <li>▶ No acceptance of military grade equipment</li> <li>▶ City-wide tax to implement the above</li> </ul> <p>And although it would be hard to imagine law enforcement encouraging the creation of institutions that could potentially limit its authority and result in greater accountability, consult with the mayor and city council to do this:</p> <ul style="list-style-type: none"> <li>▶ Citizen review board with authority</li> </ul> <p>In short, the concept of law enforcement needs to be re-imagined. Although it is unlikely that a re-imagining would be possible unless citizens themselves begin to change, leadership in law enforcement should do just that: take the leadership and adjust their behavior to the imperatives of the new age we all live in.</p>
10	Avoid another Danny Garcia. The department needs a leader that officers will follow and who will listen to the people he or she leads.
11	Look for someone who will do what is right and needs to be done, with experience as a Chief of another department. Someone who will hire more officers when the budget is allowing him to, and saturate "high crime" areas, and gain the citizens to trust the law again because it has been damaged badly. We need someone who can fix that, and the spirits of the people, to encourage them to call 911 when they see people breaking the law and to not be afraid of criminals!
12	Do not hire anyone who hasn't had any time working with incarcerated adults and adjudicated youth. A five year minimum is recommended.
13	Stop catering to minority's groups!
14	NO Out-of-State candidates. A proved DISASTER!!!
15	Hire someone from within the agency. The last chief would not win the public or the officers over
16	I'd hope for him/her to model Tom Selleck on the TV show "Blue Bloods"
17	Crime Reduction and making Phoenix a safer place to live is my top priority.

	Is there anything else you think the search committee should consider when hiring the next Police Chief?
18	We, the Community expect the new police chief to hold their officers accountable. Although "stress" and "PTSD" are great explanations, they are NOT excuses. We expect the officers enforcing the laws can follow the themselves, and should be held to the highest punishment. Not "deferred prosecution" that your civilians would also like for themselves. We feel our cops have turned into Thugs.
19	Make sure you find someone qualified and not just somebody that checks the diversity boxes you're looking for.
20	Leadership and communication.
21	Please look at Assistant Chief Jason Zdilla of the Chandler PD as a possible candidate.
22	Builds immediate rapport, connecting people to things. We get paid to have effective communication.
23	Good Luck - and may the best person be chosen!
24	Someone who shows some leadership and stands behind there officer's
25	Cleaning out the dirty cops on the Phoenix Police Department
26	Seriously consider outside candidates that are fair to their employees and talk to those employees for genuine criticism.
27	Weight a leaders common sense approach to how they will handle themselves across the board.
28	Highly recommended promoting from within. The last Chief hired from the outside was a complete failure!!!
29	Questions #10 - #13 violate my right to privacy.
30	The next Police Chief cannot be just the Politically Correct person as not to offend. Pick someone that's a solid Officer, not someone just to keep PC police from whining. I hope you want fall into the Race and Religion tensions of the day when deciding.
31	What is the best for your department and the community.
32	Needs to speak Spanish fluently.
33	I would recommend that the candidate should be able to effectively use trend and threat analysis information to focus available resources into areas and in such manner as to either prevent criminal activity or deescalate situations.
34	Demonstrated experience in proactively managing violence-prone demonstrations, so as not to lose control of civic order.
35	The series of questions put forth show that this government isn't serious about stopping crime. You don't care about safety and security. You are only interested in appeasing special interest groups and catering to the loud small group of trouble makers in our mist. We want crime fighters and heroes, not politicians to appease a crooked mob.
36	number of years on previous jobs
37	PROVEN ability to work well with police labor. To be successful a major city chief needs to start by having good internal relationships. When the police department is working harmoniously from within
38	get someone that is strong on enforcing all the laws and believes in the original real rule of law
39	Hire within the department/State to avoid another "Daniel Garcia"
40	As a retired law enforcement senior commander, I cannot overstate the importance of looking first within the Phoenix PD and selecting a chief who has earned the TRUST of those he or she will lead.
41	Hire a cop and not a politician.
42	A person of integrity with a strong diversity background.
43	Hire from within the department or from the surrounding cities.
44	I think the next police chief should be from the rank and file officers of the Phoenix Police Department and not someone from the outside.
45	Be more selective. Search internally first. Joseph Yahner should have been selected instead of Daniel Garcia. The hiring and firing of Garcia was an embarrassment to the city. He should have never been hired. How did he slip through with his tyrannical "leadership" approach? Hire someone who supports and cares about the department and the employees who represent it.  ***Ask PPDs own employees what they would like to see in their next Chief. Take their ideas, suggestions and concerns seriously. They are directly impacted by certain decisions made by the Chief.
46	I believe it would be best to promote from within the Phoenix Police Department if there is a candidate that meets the qualifications necessary for the position. The morale of the officers is extremely important, and the Police Chief needs to make sure that the officers believe that the Department will support them in any situation. The officers should not have to worry about the Department trying to appease the community by punishing them for the split second decisions they sometimes have to make. Officers should not have to second guess themselves in potential life or death situatuions.
47	Look at female candidates also.
48	Research the candidates thoroughly and get input from the agency the candidate worked with. Look internally first then go outside of the agency. No Chief Garcia candidates
49	I feel that if you look at what Mike Kurtenbach stands for and is he is the logical choice. He has the backing of not only the community groups but the rank and file officers. He is well respected by his peers and understands the direction the police department should go to be back among the elite departments in the nation with the respect of our community. I will say it again, Mike is the guy hands down!
50	Try to promote from within Phoenix PD

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
51	Your last selection of chief, Garcia, was a solid choice. He just didn't have what it took to be a leader. Your departments moral is horrible. Fix it. Fix it soon or risk losing them.
52	Not allow politics to interfere with performing their job.
53	Hire from within
54	Local. Chief Dan Hughes of Florence AZ
55	honesty.
56	We have got to focus on making ALL administrative operations and paperwork to maximize the time officers have for actual real world duties. And no sworn officer should have his or her butt in a chair. Officers need to be out in public working enforcement and crime suppression. As one example, "school resources officers" are joke assignments. These officers need to be back on the street doing real police work. Another example is streamlining service of protection orders so that officers can complete service of orders in minutes rather than hours.
57	I was born and raised in Phoenix and have 3 grandsons in 3 different police departments in the valley . Safety of these officers I pray will be a top priority . I live in Sun City West and hope my survey will count .
58	Experience of working with the gay/lesbian community
59	Not bowing down to the Obama administration
60	I would like to see more transparency out of PHOENIX PD and I believe by having body cameras it better protects the citizens and the police officers together and have an honest dialog of what really occurred.
61	No politics - protect our citizens from criminals
62	City manager confidence and ability to keep inexperienced and diverse city council members from micromanaging the police chief. Also provide a budget and IT control to the Chief that helps not hampers the chief
63	Committed to the job!
64	Someone within the department or local would be great.
65	open minded, experience, dedicated, problem solving, a real leader.
66	The police chief needs to have a good understanding of and experience with the diverse communities we have in Phoenix.
67	Look for a candidate that is bilingual, perhaps with military combat officer experience and someone who is creditable and trust worthy....NOT a politician, but a fair and balanced individual. Happy Hunting. Please come home with a good one!.
68	Yes, find someone that wants to make this their home and not just a challenge or a job. I've been with my company coming up 40 years. We need someone who wants to build relationships and gets community support. Should be able to handle presenting him or herself on the news. Community relations can draw community support the department will need going forward trying to keep the peace among all.
69	Please consider Jeri Williams as she has experience, community ties, understanding of youth, and has a strong understanding of the importance of diverse populations. Currently Police Chief of Oxnard California.
70	This city needs to be lead by a true street cop and not a politician. Someone who will not be afraid to make it clear to criminals that they are not welcome in our fine city.
71	We must have a understanding, caring and fair Chief who will make great decisions that will benefit our city and its residents!
72	Verify all his/her credentials; conduct a five year reinvestigation; polygraph?
73	I would like to see someone from within the department promoted. A long time police employee who knows the city, its problems and who can formulate solid solutions based on knowledge of the City of Phoenix. No out-of-state searches. Please hire local.
74	Focus on community safety from threats.
75	Don't pick someone because they're of a certain race but pick the most qualified candidate who can bring the department into unification. And one who isn't afraid of following the law on illegals and crime
76	Honest, communicative, compassionate/tolerant psyche, doesn't carte blanche side with abusive officers
77	Someone who understands the value of working effectively with staff and unions to resolve issues. Officers need strong support from their chief.
78	Recently people from "outside" the City of Phoenix have been hired within both the office of the City Manager and the office of the Chief of Police. Both of these actions PROVED to be disasters for each of those offices and for my City! Promote the ONE with the best Experience, the ONE who is Respected by the rank and file and the ONE who "WE" have spent the money on in training and education to qualify for the position of Chief of Police!
79	thoughts on how he will help to reduce youths involved in criminal activity and how he will handle agencies that are not willing to work with him on his beliefs of handling these issues
80	Don't play politics
81	Phoenix needs a Chief that is not afraid to lead and not intimidated by the police associations. Of course that would mean having solid leadership at the City Manager/ Mayor level as well. Support your Chief and stop bowing down to these "union" thugs!

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
82	Yes I believe to promote from your police department is the best. Please don't go outside of your own agency you can clearly see that was a disaster last time with Chief Garcia. I love the police and the Phoenix police and would feel much better if there was a police chief hired from your own ranks it is better for everyone and the city
83	I was born and raised in az.The Phoenix police are not feared like they used to be. They are no longer considered warriors, they are considered weak. We need a leader to allow the men and women to protect our community. The criminals have more rights than our police. That is a shame.
84	Stop letting the community tell officers how to do their job. Stand up to the community and tell them "no" sometimes.
85	Implementing a Citizen Oversight Group and granting it with substantial weight in the decision making process to work alongside the Police Department.
86	Yahnner recommendations should be considered with a heavy weight
87	The candidates willingness to learn from various professions and community based organizations is very important. Many of the community based organizations have a wealth of knowledge that is ignored by Police and other Law Enforcement. Communities of color in particularly need to know that there is someone in that position that will work to ensure that officers are culturally competent in both race, ethnicity and mental health. And increased knowledge and education about mental health and how it affects individuals. This person should be on board to reduce generalized policing and look more towards individualized interactions with human beings.
88	Pray and ask God to help you in this decision. Thank you for your work.
89	All the precincts should be equally excellent communicators with their residents (now very uneven) and partner with neighborhoods; reduce police violence, racism, sexism; lead by enthusiasm and example.
90	Make sure he/she knows those in the Maryvale-Estrella precinct need more police officers to combat the rampant crime here. (We only have 8 officers to cover 75 square miles.) Thank you!
91	Must be able to connect as well with the 'street' level police officer as able to connect with the professional and management of the Department and City as able to connect to the citizens. Without these connections, the next Chief will be doomed. Government's first priority is public safety. You must get this right!
92	Number one priority --- HIRE FROM WITHIN!
93	Remove his/her of politics and political correctness considerations. Focus and support job personal effectiveness rather than popularity of specific affected groups.
94	Must have prior experience, proven track record and need to be man or woman of color. If Ferguson, Mo can hire a former Glendale, AZ Black Officer (Andre Anderson) to be their police chief, we (Phoenix) certainly should be able to find a man or woman of color for our Phoenix Police Department Chief. Also, the Chief should be recruited and hired from outside of the state and department. There should not be any consideration to recruiting or hiring a chief from within the department. The City Police Department needs a new perspective and approach that is not embedded within the existing rank-and-file way of doing things and/or department allegiances.
95	Look at his/her record of handling protests. His/her opinions on Campaign Zero proposals.
96	I would think that its important that the quality police force be highly enthusiastic and motivated by the choice. The right person will not sit well with the lazy, corrupt, misappropriating, entitled and abusive low lifes that disgrace a police officers uniform. Also clean all staff that ever speaks to the public and insist on them learning and practicing manners. We are tired of bad cops and expect professionals.
97	I think we've overlooked some of the most important questions, such as: Who is part of the search committee? How are they selected? What are their qualifications? Are they given room to ask their own questions or is this just a "feel good" committee? The vetting of previous chiefs was questionable, at best. Hoping the City will do a much better job this time around and find committee members that both diverse and qualified.
98	I think it is very important for this person to be very familiar with our community.
99	Be someone who doesn't want to make PHX a "Sanctuary City" like LA, SF, NYC.
100	I'd like for the Chief to not only care about the diversity: skin color, culture, age, disabilities, mental health, financial situation, in their community but to also be the someone that's like me . . . a person of color.
101	I would love to see a police chief who is not only for diversity and know the culture of the community but that he/she looks like me a person of COLOR.
102	Diversity, ethical, honest, trust, hard worker, leadership experience, passionate, professional

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
103	I'm an American. Stop dividing us by a survey that questions race. If you were born in America you are an American. Not Irish-American, Native-American, African-American, Asian-American. We are just Americans. The city needs a Chief of Police that sees all people as ONE. That's unity. United We Stand, Divided we Fall. That's a factual statement. Apply this mind set to the city and the Chief. Don't divide Americans by race.
104	Principled, reasonable, dedicated to keeping the peace as opposed to "enforcing the laws." Note the difference. Expending huge resources tracking down dope smokers is a waste - use "scared straight" methods, then use the resources to fight violent crime and crimes against property (burglary, theft).
105	Interfacing management with unions
106	No muslims!!
107	Emphasis on a chief who will promote community policing, non-violent de-escalation tactics, and de-militarization in the Phoenix PD. We have an opportunity to turn Phoenix into a 21st century marvel of progress, and choosing to do so means a serious reconstruction of modern policing practices implemented since the 1960s.
108	How strong his references are and what his/her accomplishments in the past position.
109	It will be important for the new chief to have the respect of his officers. He/she should also lead by example. Be able to communicate effectively with the community
110	Don't hire anyone who is even remotely like Garcia! And please hire someone who will make sure all officers feel valued.
111	Strong background in working with the Disabilities community.
112	This is a difficult task, one that I really would not want to do. But the person that you end up hiring will have an Ego as big as the PHX SUNS arena, but he or she needs to not only manage the current staff, but also has to plan for his or her exit in the future. Those that don't are doomed for failure. And we have had a couple of those. Good luck and try not to categorize the survey respondents.
113	Background thoroughly checked out and validated.
114	Convince Chief Yahner to stay!
115	IMHO we are looking for a Joe Klima type.
116	Must put public safety first
117	Must be ready to build a team of community guardians. We are sick of Oakleys and crewcuts that are not part of the community.
118	leadership and military experience!
119	I would like a police chief who is committed to reducing unnecessary acts of police brutality and to training police officers in de-escalation and community engagement.
120	Look for someone with a proven track record that shows he/she can do the job and effectively communicate, collaborate and cooperate with all significant entities associated with getting the job done.
121	Why is Yahner leaving??? I think he's the best we have had in AGES! Keep him!!
122	A genuine interest in understanding and dealing with our diverse populations. A real daily focus on integrating community policing in a real and meaningful way. An unquestionable level of integrity, transparency, and openness to input from the communities they serve. And YES, body cams must be a real PRIORITY, NOW. New, frequent, ongoing training for ALL officers to include community engagement, diversity, and rational response. Also, PLEASE, CRISIS INTERVENTION SPECIALISTS MUST BE EMPLOYED in appropriate situations where police are simply never going to be trained or be qualified to handle. Think Michelle Cusseaux, et al. THANK YOU, Mr. Zuercher, for seeking public input.
123	Someone with strong leadership skills that understands and respects the officers at all levels of the Phoenix Police Dept. Someone that can work together with the City as well as union groups to achieve results that will benefit the citizens, officers, and City.
124	My profession exposes me to "perceptions" of locals and also of those moving into our state. Constantly find myself trying to counterbalance the negative perceptions out there about Phoenix. That is not just an issue of schools and government but also of community safety. Leadership of our Police Force can change this, it needs to change, we need to work together community and police to change the negative tide!! It is overdue.
125	The new chief must come in and immediately inspire trust within the department and the community. We need a strong, confident, TRANSPARENT leader who is also collaborative and visionary. We face continued budget issues that impact PPD's available resources, the "brain drain" of retirements following years of hiring freeze; how does the wealth of that experience and knowledge get transferred? Like every large city in these current times, we face the potential of our own "Ferguson" or "Paris." As we continue to draw national events to our city, our new chief will have to thread the needle of keeping Phoenix fun and welcoming and potential public safety concerns. Good luck.
126	The department has a lot of cleanup to be accomplished very quickly. With the assistance from the City managers office the Chief must be motivated and understand how to trouble shoot and repair the force issues. We are not interested in the five year plan, we want a now plan.
127	experience in the west/southwest US
128	HONESTY

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
129	someone in which the employees have a trust and faith in to improve morale. This will increase the employees desire to work and feelings of worth.
130	The police should be friendly but not friends and honor their profession. And, helpful when they can. Ex: an officer gave me a lift when I misfocused and couldn't find my car Major help
131	Because Phoenix is different than every other city in terms of size, culture and the complexity of relationships between communities and demographics, I believe strong preference should be given to an internal candidate who knows our city.
132	WE NEVER AGAIN WANT AN OUTSIDER OR SOMEONE BASED ON RACE. WE HAVE MORE THAN ENOUGH QUALIFIED CANDIDATES IN THE DEPARTMENT! MOST OF THEM KNOWN BY THE COMMUNITY GROUPS & LEADERS, FELLOW OFFICERS, OTHER LEO AGENCIES AND WOULD RATE 1-3 IN ALL THESE QUESTIONS YOU ASKED. ONE SURFACES TO THE TOP EVERY TIME! CHIEF MIKE KURTENBACH HANDS DOWN!
133	I would like to see the next Chief to come from within the ranks of the Phoenix Police Dept.
134	While I understand you feel you need to do a nationwide search, no other major metropolitan area has a police department that has such a strong community-based policing program. The best candidate for this job will be an internal hire.
135	Please look at what was done to prevent crime in their previous position.
136	Homelessness and mental health issues are a real problem in Phoenix. The police chief should have some experience dealing with these issues and some new ideas as to how to help people who suffer from these problems. S/he should also have some new ideas about how to be more inclusive of people of many different races. Hiring more black and Hispanic officers would help.
137	Thank you for the survey. Great idea!
138	Hire an independent strong leader who is not necessarily machismo and egotistical, one with a firm hand, wisdom yet with compassion and empathy .. I know that's asking a lot!
139	<p>1. Stamp Out Racial Profiling in the USA Pass legislation that requires all police departments to track and report certain information on police stops, including the race of the person stopped police stops, including the race of the person stopped.</p> <p>2. Release Critical Information on All Police Departments in the USA The Attorney General's office should annually compile and release the following information for every police department in the State, beginning immediately: 1) the number, nature, and result of all internal investigations, 2) the number, nature, and result of all citizen complaints, 3) the racial composition of the police force and the area represented, 4) the amount of taxpayer money paid to resolve police misconduct and whistleblower suits.</p> <p>3. Give Police the Right Tools to Prevent Officer Misconduct Require all police departments to use a successful police industry tool, called an Early Warning System (EWS). The EWS, which is endorsed by the US Department of Justice and Police Foundation, tracks "problem" indicators (complaints, weapon discharge reports, court rulings on officer conduct, etc.) so that individual officers can be given the supervision, psychiatric help, education, or discipline they need.</p> <p>4. Create Effective, Independent Police Review Systems The most effective police review model has three parts: 1) an independent Civilian Review Board to monitor complaints, 2) an independent auditing body to get information and recommend changes, and 3) an Inspector General attached to the police and supervised by the auditing body to oversee implementation of the recommendations. Adopt this model nationwide starting with every city, county, and state police/law enforcement agencies.</p> <p>5. Build Police Forces that Reflect the Community Recruitment and promotion of minorities must be vigorously addressed. Subjective screening that allows for racial discrimination must be changed. Take affirmative steps to correct the gross disparities in racial representation on police forces.</p> <p>6. Emphasize Ethics, Diversity, and Communication in Training Police training needs to be reconfigured to emphasize how to relate better to persons of different races, religions, and the opposite sex, as well as verbal de-escalation techniques, communication skills, integrity, and ethics as an integral part of all training.</p> <p>7. Help Police Officers Deal with Stress Resources to help police officers manage stress, anger, and personal problems need to be substantially increased. Departments and the state should offer exchange programs with the private sector, as well as stress reduction, anger management, peer counseling, and psychiatric services.</p>
140	Don't play politics with peoples lives. Work on community based policing and outcomes. Better traffic enforcement.
141	Include a representative of the existing officer groups on the search committee.

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
142	No, I don't work or live in Phoenix, I come to Phoenix as a matter of choice and I spend a lot of time and money, hopefully my opinion matters. After all it is the capital of AZ. I want to be proud to say I live NEAR Phoenix, I go to church in Phoenix, I celebrate and entertain in Phoenix so yes it just as important to me that Phoenix thrives!
143	Team oriented Leadership rather than authoritarian.
144	No not bring in polarizing figure like Chief Garcia was. That was detrimental to the rank and file members of the Phoenix PD.
145	Remind the committee what a disaster it was going outside the department to hire a new Police Chief. It doesn't say much when you have to go outside the Phoenix Police Department to find a Chief. What kind of a message does that send to all of the 2,500 poor saps that work for the Department that were not qualified and some outsider was? Trust that someone has been groomed and trained somewhere along the line while working for the City of Phoenix Police Dept. An outsider doesn't understand the culture, know the players, know who is important, understand the email system, know the City Council & Mayor, know where to park, know even where the precincts are located, know who the City Manager is, know all of the other Asst Chiefs, etc, etc, etc. Please recruit from within. Make recruiting someone already in the City of Phoenix Police Dept a top priority. I'm not interested in someone's police experience from Vermont and I know I'm not interested in anyone from Dallas. Go through the motions, recruit nationwide, recruit worldwide, then hire from within!!
146	Proven record for promoting diversity and an understanding of positive community policing.
147	End the Drug War. Its a Medical Problem disguised as a Criminal Problem. Stop prosecuting victim-less crimes and more solve rapes and murders. Police are NOT a Military Force. If they are, the Public is their only known enemy. Hire more officers with higher intelligence and that are able to solve more problems by deescalation of situations over shoot 1st, justify with secret grand juries later. End traffic ticket quota and speed trap money grabs to pad budgets.
148	Phx police vehicles are among most unattractive in the nation. Go to black & white or preferably retro 1960's decorated.
149	Non-dogmatic, open-thinking and able to listen to those who work with issues up close. He cannot address all, but needs to be comfortable with recognizing, assessing and adopting new methods if they are more effective long term. Using his/her influence to encourage the same as he/she encounters entrenched ineffective/harmful strategies in related agencies (i.e. CPS).
150	Do a better job of selection than has been done in the past. The department needs leadership and stability. Hope you can stop the revolving door. Good luck
151	Discussion of what have you done in your current jurisdiction and not all what I can do for Phoenix. Review of newspaper articles in the current location.
152	The next Chief should be a current member of the Phoenix Police Department.
153	Is he/she enthusiastic about the job? Can he/she deal with multiple crises at one time? Relationship with the press?
154	He should honest and fair
155	I wouldn't hire a political turd. Hire someone from the ranks, that knows what is going on in the department. Someone with knowledge of the problems facing the Phoenix area and how to handle them. thanks and have a great day.
156	I would like to see a chief that backs it's officers, and puts their safety first. Officers should not have to choose between their lives or their jobs. While a chief needs to be diplomatic, and address policy violations, an officer should not have to fear or second guess his actions in life or death situations because of a chief that panders to groups that are loud enough to get the media's attention
157	Give the Chief the power for discipline to stick. Quit letting outsiders decide what kind of discipline is appropriate. We want professional officers, not bad apples
158	No. My experience with the he police department is amazing. Thank you for your service and reaching out to us to ask our opinion!!
159	Hiring a Chief from within the ranks of the City of Phoenix Police Dept. will send an important message: that we value most those who have already served our community.
160	I think the research committee should also look at a sense of structure, discipline, awareness, communication, and a people person to his employees and community. thank you for allowing myself to input my say about the Police Chief. Thanks and God Bless!
161	I would suggest a panel interview with some of the citizens from the city of Phoenix, randomly selected, so they can interview and provide Buy-in at community level.
162	someone who will have the support of the officers to eliminate low morale
163	Someone who will not hand us over to terrorist when all heck breaks loose around it. Paris is a wake up call to us all. I hope you are listening!
164	hire from within, we have great candidates with proven records, they know and understand OUR community
165	They need to look at not only what the job entails, but the history of poor decision making for the job that has been made. The PPD needs a leader.
166	Hire from within if at all possible. Make sure s/he understands that citizens need protection, not visitors who have broken our laws repeatedly.
167	Please hire for the right reasons, not based on race, gender, or other, but actually the best person for the job, and for the city.

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
168	The new chief should improve hiring practices, especially psychological. Tighten the requirements. Too many wanna be gang bangers with tatoos or superheros with poodles.
169	Ability to adapt to changing times. Previous success policing in a culturally and racially diverse community, not just busting and checking perceived criminals, but being part of creating oppotunity for all.
170	The best vetting is usually done from the bottom rather than the top. What peers and superiors think usually points to political prowess. What subordinates think usually points to leadership abilities.
171	A leader to the community and a coach to their staff.
172	All of the attributes/qualifications in the survey are equally important. I really appreciate asking for input from the City of Phoenix residents. Thank you.
173	I think the city of Phoenix suffers a bit from socioeconomic and cultural divisions. When we're looking to make changes, we need someone capable of being inclusive as well as enforcing the law. Hopefully, the rest of the department will follow suit. Just my thoughts.
174	Knows how to measure what is important rather than what is easy to measure. Aligns performance measures to overall PD improvement, not individual vs. individual. Don't be fooled by someone who knows how to "juke the stats" as character on theTV show "The Wire" called it. (Think Veteran's Administration, for instance, and bank CEO rewards as dramatic examples of juking the stats.)
175	Hire from within...
176	Law enforcement officers need to stop killing minority and disabled people.
177	temperament and general mental well-being outside of the position will determine a sound candidate
178	The next chief should come from the ranks of Phoenix P.D.
179	Maybe he/she should know more about the laws. I have seen too many times officers attempting to enforce something that they know nothing about.
180	Should be chosen by a representation of private citizens, fellow police officers - no politicians should be involved in the process
181	The chief of police should be ready to backup officers in questionable situations, however, he/she should make sure everyone understands that backing is not without limits. For example Ruben Ortega fired officers for a party under the seventh avenue bridge. A new police chief should make sure officers understand citizens have the right to photograph, from a distance, police actions. In his communications with officers he should make sure they understand lying is never an option, delayed truth is very harmful to the department's reputation and can be very costly.
182	Integrity
183	While education and time in an executive level is good, connecting with the employees and public is a plus. A people person who listens to the concerns, and cares by evaluating and making changes in a timely fashion would be excellent. Someone who has empathy and looks to the future to budget for more Police Officers to keep the streets of Phoenix safe for our children, professionals, and elderly is what is needed.
184	Local community officer who know community and department we have lots of officer serving PHXPD 20-30 years
185	Good luck
186	We want someone who's willing to stand up for what's right - even if being right isn't the popular stance.
187	A Police Chief is not only a reflection of the department he or she serves, but also a reflection of the City of Phoenix.
188	More cops are not the answer. That should be evident since that solution has been nationally tried over and over again with no success. Working with communities, and public relations (that are not cops) helping communities take ownership and develop pride in their area is the way to go. This Police Chief should be community oriented and crack down on police abuse.Police officers should be tested every other year, especially considering the benefits they get!! More accountability please.
189	Good Luck
190	I appreciate that my opinion is solicited.
191	Willingness to commit to implement full accessibility measures for officers dealing with Deaf citizens.
192	pension reform and ethics
193	Find some who will embrace the diversity and needs of Phoenix, who is ethical, transparent and a great leader.
194	integrity with his/her communication skills mature person who knows who she/he is comfortable and confident of his or her skills not arrogant, not overly aggressive belief that our community as diverse as we are can live in respectful harmony
195	I would suggest expanding the search field to include military experience. In my opinion as a former military member and a retired Illinois State Police Officer, the military has some of the best leadership training and experience available. Some of the lessons I learned there benefited me me entire career and I continue to benefit in my life from my military experience from years ago.
196	Training PO's to see its citizens as citizens not the enemy. Otherwise, job well done

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
197	I hope the new Chief will demonstrate a dedication and passion for making our city safe and welcoming for every resident and visitor.
198	Hire someone with real experience. Not just in law enforcement but also other jobs, education, other employment outside of law enforcement.
199	Someone that cares about the citizens of this beautiful city. I was born and raised here and hate to see it the way it is, with pan handlers on every stinkin corner.
200	Recognize that there is no war on Phoenix. Find a chief who aims to help the city, not just keep it clean. We need a chief who works with the city. Who prioritized crimes by importance. A civically aimed chief who can help a growing city and work with children to prevent them from offending, to keep the city.
201	How will the new Police Chief use modern technology to improve effectiveness? See TED talk from Daniel Koh about how Boston's new mayor is using data to help him run the city.
202	Have they had to work with the Tea Party before, and do they understand what that means.
203	Accept applications on a national level to minimize local political connections and possible corruption
204	Keep Joe!!!!!!!!!!!!!!!!!!!!!!
205	Reducing police militarization
206	The police chief should be prudent and use technology to better understand and assess the issues facing by the various diverse sections of the wider Phoenix community. There should not be a single plan of action for all of Phoenix, but rather the Chief should have the ability to come up with multiple multi-faceted plans that target the issues faced by the various communities. One issue we face here in Laveen is a rise of theft and crime that is not being reduced. West Valley is a growing populous but our reputation is being tarnished by this crime and people are leaving because they don't feel safe. We need more direct action and an effective plan by the Chief to reduce crime and drive it out.
207	He/she should have a psych eval, drug test, and background check. Cannot be racist or prejudice. Must be willing to accept the fact that drug addiction is a disease that requires mandatory treatment in addition to or instead of jail.
208	Ensuring no hate group ties.
209	Empathy
210	Ability to listen and evaluate input, but able to make a decisive decision and begin implementation. Not just talk...
211	More police presence in Green Gables area.
212	Theft and home break ins are very much on the rise, with criminals not being caught. What is the new Police Chief going to do to help stop this?
213	It seems like issues in the past have been with police unions and think this should not be part of picking a new chief
214	That he/she be sensitive to the needs and characteristics of each neighborhood and act/instruct the officers in charge to recognize them.
215	Thanks for the opportunity to give my input.
216	The current level of communication and professionalism emanating from the Acting Chief's office is highly commendable. The fact that surveys like this are conducted requesting input from the community is valuable.
217	Police Chief should be flexible. If something isn't working, change it.
218	Keep politics and political correctness out of the process. Those two things are bringing our country and state to their knees.
219	Must be a "people person" and be fair when making decisions, not show favoritism. We need to clean up the city and the inner workings of the police department.
220	Please be transparent with the process and explain why decisions were made.
221	Create a plan to put the shooting range indoors. People should not have to hear gunfire all day long. Children should not have to think gunfire is normal every day event.
222	Expand young people programs. Junior rangers.
223	Police Chief must cooperate with agencies seeking to enforce Federal Immigration Law and not adhere to "Sanctuary City" policies.
224	a diverse panel (boss, peers, community) to make hiring decision
225	The pool of candidates should be as diverse as possible. However neither the race of the person nor the sex should be relevant to the decision of who gets the job.
226	His/Hers level of understanding of first responders needs, desires and comfort levels as well as understanding the current perception of law enforcement and how easily the media can manipulate the facts surrounding the job of a police officer.
227	Ethical, we need more leaders with ethics that can't be bought by bad people to bend the rules.
228	enforcement of traffic violations, respond to citizen calls for service
229	Chief Harris was a perfect chief and example of the ideal Chief, through the ranks, respectful and respected by officers, community relations builder, understood ramifications of policy and community building, stood on behalf of the community....
230	Someone who understands Phx type of city. No more "Napoleon" autocrat. Yahner communicates well.
231	Integrity to improving the human condition "all around" in Phoenix is what i feel most important.

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
232	Find someone who can take direction from the City Manager, but does not succumb to politics, if his or her decisions are in the best interest of community based policing.
233	Someone who will take control and weed out the bad eggs in the department.
234	ensure police professionalism and organizational efficiency.
235	Go with the best candidate regardless of ethnicity or race or gender. Quit trying to be pc and hire only color-get the best person period.
236	COMPLETE STATE and FEDERAL Background Check
237	A God fearing person.
238	End police brutality. Stop shooting innocent people, get rid of the 100 brady list police, do real community policing. Put body cameras on all police and bring back the dash cameras.
239	No
240	Please ensure all communities are represented in the hiring process.
241	one who holds respect and is fair/non-judgemental.
242	Need someone that has experience working in a large city that is a tourist destination. It is important that we continue to work with our visitors in a positive manner.
243	there has been too much turnover in this position lately. The commanders in our precinct have changed 3 times in the last couple years. We need a STRONG leader who is going to stay in the position for as long as possible.
244	To date my experiences with the police force have been excellent. I want that to continue
245	Our new chief should not have a polarizing personality. At the time of the Rodney King incident, L.A.'s Chief Gates and Mayor Bradley were not on speaking terms, which harmed efforts to ease city's racial tensions. I want a chief who can get along with everybody and anybody, especially at city hall. P.S. I am not in law enforcement and never have been.
246	His interaction with the police force.
247	Again, please share the importance of simple good manners amongst his or her staff , my limited experience with the officers of the PPD has been a bit disappointing. In reference to the question regarding the safety of the city..... Compared to what city?? A fairly inane question in the survey.
248	Is it possible to hire from within without going to some other city?
249	The new chief should respect his officers/detectives and in turn earn their respect. I don't want to see another chief who steamrolls the entire force as we've seen happen before.
250	Good people skills.
251	Find someone who is fair, has as little bias with regard to the diversity in our city as possible. Someone that will lead the Police Dept. by her (or his) example.
252	Police must be responsive to citizens' unique needs, and trained in crisis avoidance and mitigation, not shooting.
253	Make sure the candidate is thoroughly vetted to avoid any surprises later on.
254	Works to inspire and motivate others public interest by positive changes with civic engagement, as a community servant, and his dedication to the community fosters meaningful and fulfilling work that inspires passion and commitment.  Successfully conducts business, or manages resources in a way that demonstrates characteristics and achievements worthy of recognition  <ul style="list-style-type: none"> <li>• • Contributes to society in ways that are an inspiration to others</li> <li>• • Uses resources and creativity to enrich our community</li> <li>• • Demonstrates a commitment to community by contributing as a community servant</li> <li>• • Conducts business and personal relationships with the highest integrity</li> </ul> Loyal-work to inspire and motivate teamwork for achieving goals and influence valuable changes Integrity- by being open to hearing both sides of the story, sincere, trustworthy, and ethical DEDICATION -Foster meaningful and fulfilling work that inspires passion and commitment ACCOUNTABLE-Be willing to admit mistakes and be willing to learn from them. Empower each other with the appropriate level of responsibility. PUBLIC INTEREST- Seek to understand and continually ask if your decisions and actions are consistent with the public interest.
255	Set a good communication example. Get CAOs to return phone calls from citizens and HOAs, be accessible, be humble (not arrogant), go after not only the bad guys but kids on their wrong path; try to make parents accountable.

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
256	A chief that can recognize diversity in his staffing needs that will not mimic the chief's strengths but will bring in talent in the areas where the talent is needed.
257	A good listener!!
258	I would like it to be someone with some commander experience and some police HQ experience but not extensive in either - giving room for fresher eyes but understanding of community and current policy. Experience in community based policing is highest priority. Too long at HQ would mean having lost touch with community. Maybe up to 5 years between being precinct commander and working in HQ - but experience in both.
259	Thanks for conducting this survey.
260	I think the role model that the tv show Blue Bloods shows is not a bad one
261	I feel that the PPD is doing a pretty good job with considering the reduction in staff and finances. As a tax payer in this city I'm tired taking money away from public services. I'm disappointed when I see a PPD supervisor driving around in Police Interceptor with paint peeling off of it in sheets.
262	Zip Code 85254 is not listed in the drop down. A significant portion of that Zip Code is in PHX
263	Most people you survey will not select traffic enforcement because that could impact them directly, however, traffic enforcement is where you are going to find a majority of your outstanding suspects because they tend to draw attention to themselves while they are driving. Also, The drivers in Phoenix know there is not much traffic enforcement and they don't have incentive not to speed and run red lights. The traffic-related injuries and deaths in Phoenix is extremely high and the victims of these crimes for the most part are truly innocent victims. Please consider a chief that has a strong traffic background.
264	Being chief of the largest police department in the state the leader must ensure networking with other agencies and collaborate on statewide crime reduction programs. Phx is well known for helping mentor and work with smaller agencies when it is possible and this should continue!
265	He/she should come from within the ranks of Phoenix police. By hiring from within there is already an understanding of our community
266	I think the Committee should look within to see if there is an experienced individual that will bring the department together that will work with the Police Union but have the city's best interest in mind so no more time is wasted battling each other.
267	While 1 person can make a difference, I believe we all should look in the mirror and make that change. Collectively we are most likely to make a difference.
268	He/she should be like former Chief Garrett. He/she should have an interest in solving crimes against women.
269	A minority and/or immigrant would be a positive indication for the future of Phoenix.
270	Search committee should consider the character and humanity of the man. . or woman.
271	Don't get someone with a fat ego like Arpaio.
272	Proven background of working under public pressure. The media seems to create as much division as possible. The new chief needs to be able to handle the kind of tempest in a teapot the media stirs up that pits police vs. community and race vs. race.
273	It would be an added plus if the new Police Chief would expect our officers to be held to the same level of accountability where traffic laws are concerned. How can we expect our young people to obey traffic laws when so many police officers don't? If they are on a call - use the lights - that's what they are for! I have seen so many officers driving well over the posted speed limits, running stop signs, tailgating, to name a few. It's frustrating!
274	The Phoenix Police Department has a reputation for developing many outstanding leaders who have been recruited as Police Chiefs of other agencies. Our next Chief should be hired from within the Department.
275	Please pick someone that knows and cares about the City of Phoenix, not someone here to pad their resume or their pension.
276	Get rid of the corruption and shady cops. Tell your helicopter crew to stop flying over people's homes and harassing them just because they don't like that particular citizen. Yes, I'm serious! It's happens to me on a daily/nightly basis. And every time, I flip them off and will continue to flip off your crooked flying cops. And your ground crew too, for that matter.
277	In hiring staff and also working as a consultant for organizations hiring CEOs, I've learned that a proven track record and experience provides a more favorable outcome than education. I hope some emphasis will be put on that.
278	I live in Cave Creek but love law enforcement. I think the chief has to have a CEO-type mentality.
279	Service, it is important, the person picked is coming to Phoenix to be of service to and work for the community. Not to pad an early retirement.
280	Diplomacy. An executive in many ways is a face of an organization. People on all sides will react better if they feel heard and important. Being able to help every side see the benefits and trade offs of actions is an important part to achieving this balance.
281	Realize that whoever is selected some group will be unhappy and accuse the committee of bias. Is there a way to select from the final cut without knowing the candidates gender, ethnicity etc?
282	Improve responsiveness to calls of problems in the neighborhoods
283	Laveen Az needs a police force? Need to do a crime sweep in Laveen Az?
284	Pick the most qualified, not someone chosen for Political Correctness reasons to appease certain demographics.

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
285	To look for that special candidate who will be a model for other large cities on dealing proactively with populations with diverse backgrounds. All we see on the news from other large cities is one police nightmare after another. So many of us go from work to community meetings. I attend 2-3 events in the Phoenix community and have probably seen two policemen at the events. We need to see police in the community -- not just responding to the latest death, murder, shooting, drive-by, and hit and run accident! Let's see the Phoenix Police Department taking a more positive, proactive visible role in our community.
286	leadership ability to get along with other people. No more Garcias
287	Try to hire from within the Dept.
288	Work with the city's youth on respecting the force, their families, the community, and each other. Involve them more in the process of preventing crime, giving them a sense of "making a difference".
289	However you decided on the last police chief, find someone that know how to hire a police chief. The Chief of Police cannot be hired like a CEO of a corporation.
290	Police Chief and Governor Doug Ducey should work together to implement legislation to make burglar alarms, security bars, security screens a 100pct tax deductible expense in order to incentivize more utilization in communities. Also, need to expand Block Grant program to allow money to be used for security cameras for key entry areas in neighborhoods to deter crime. Also, sales tax implementation of 1/4 pct to raise money for these cameras mounted on light poles especially in high crime areas. High definition technology and hard drive technology has come a long way making this viable.
291	My thinking is this: There MUST be law and order enforced as a priority since without it, I cannot go about my daily activities in relative safety. Next, I need to know that help is coming when I call with a life and death matter. In addition, I expect the upmost in integrity in my leaders and this includes their personal lives since that is the area that true character is most evidently shown. Also, Leadership is a hard balance of "Do this" and "Follow me." Lastly, public and private diplomacy is crucial to the Chief's position as is honest and open communication with the diverse people who live, work and play in the great metropolitan city of Phoenix.
292	Who can get the vagrants and criminals out of residential areas such as Arcadia.
293	Be willing to follow-through on Immigration problems when they exist.
294	Be sure the applicant has track record of tough enforcement of immigration laws and those laws are a priority to the applicant.
295	Protecting criminal behavior in police has got to end. Using SWAT to storm a house for what should be no more than a few police officers has got to stop. Dismissing cops that fail to employ deescalation techniques in favor of force escalation should be implemented. I went out to a bar with some friends and one of the people there was a Phoenix Police Officer. He stated, with much excitement, that he "almost got to shoot someone today." Apparently there was a knife wielding suspect that he wanted to shoot and presumably would have if his partners had not tased him. This cop was disappointed that he did not get to shoot this man. These types of cops MUST be let go ASAP.
296	The next chief should be an internal candidate whom is engaged with the community and already has partnerships with community leaders. He should be respected by the members of the police department, community and other law enforcement leaders. He should be able to articulate community concerns to police officers. he should have a significant understanding of the body worn camera program and be supported by both labor groups and the majority of the city council. We need to look no further than the Phoenix PD for this dynamic leader.
297	Neutral political bias.
298	A thoughtful, open-minded person who will be dedicated to making Phoenix a better place to live for everyone.
299	Find someone who will not ignore the laws due to community group pressure. The law needs to be distributed equally, to individuals of any race or to groups protesting without following the proper laws.
300	Choose from within the Department and have the courage to look beyond the Assistant Chiefs. There are some outstanding Commanders and Lieutenants who have just as much executive experience. Attack crime. Do not mix the business of crime reduction with politics.
301	Great track record of honesty. High integrity.
302	Keep the one we have - he is far superior to Garcia He has the respect of community & staff now
303	Please hire someone who will hire more police officers beyond controlling the rate of attrition. Also fix the electronic filing system. The one adopted from Dallas under former Chief Garcia's guidance is atrocious.
304	Review staff and coverage for high crime areas and consider increasing or balancing staff accordingly.
305	We need to seriously evaluate the formula system that Phoenix uses to determine the budget. Someone needs to change this so that the budget can properly address the city's needs. Remove the pension program as it exists. It was not intended to bankrupt the city. Get rid of the corruption in Phoenix. Phoenix was named the most corrupt city in the US in a recent Harvard study. Let's start finding some integrity.
306	Hoping for a smart/educated, experienced, even-handed individual, who can understand the racial diversity of Phoenix. One who can see beyond all the problems that can arise from a narrow view. (A person from a bigger city would likely be experienced in these situations.) Also, a person brave enough to face down any potential corruption among existing employees.

	Is there anything else you think the search committee should consider when hiring the next Police Chief?
307	Be able to work with city manager and the politics which go with the job
308	COMPLETELY disregard gender and race. Hire from within a leader that both officers and the community respect and admire, and you will have the best possible Chief.
309	Actual street experience as a police officer.
310	The relationship between the police and the citizens is extremely important. It must be based on mutual trust and shared priorities. Positive interface between police and citizens encourages an atmosphere of trust, whereas negative experiences are extremely destructive with longlasting effects. The next chief should understand this.
311	Managing the issues of mental health and homelessness in a compassionate way should be a key focus as our state is a natural, temperate locale for people to come. Managing these issues as a care issue rather than a criminal issue should be a focus. To that end, supporting policing as a service and care for the community should be the focus of the new police chief. I believe that Chief Yahner has provided a 'soft landing' from prior administrations who did not seem to provide such a caring and service-oriented perspective. I do not care if officers are in dress uniform, I care if they are recognizable and trained to offer service and support.
312	I hope Phoenix hires a Police Chief who can continue to model what policing is all about: creating a safe community for EVERYONE.
313	Someone that will enforce within the Department that a Police Officer is meant to help, serve, educate and enforce the law - not to abuse his/her position. They do a great job, but too many have decided that "they" are untouchable and do whatever "they" want - NO. No one is above the law, what is expected of the citizen is expected of the police officer.
314	Helping all police officers to understand, respect and treat diversity as a strength in our community.
315	someone who is dedicated in reducing meth heads and crackheads on bikes that rob houses constantly.
316	Keep the budget in mind! Furloughs will kill the workforce in the city if it doesn't get under control!
317	From a citizen's point of view, it seems the last several Chiefs as well as the senior staff have a disconnect from the precinct officers. You need to seek a peacemaker and problem solver who will work together with the officers, faith community, business community, and neighborhood leaders.
318	Just pick the best possible without any political interference
319	Record for dealing with problems in the community.
320	Yes. Let the cops be cops. No need for body cameras or anything else that can hinder their job. Give them the power to get the job done and to book people into jail. Stop this nonsense community based policing crap. It doesnt work. Just go out and fight crime.
321	It would be nice to have a native from Arizona for the job.
322	Somebody who has experience in improving the enforcement of traffic/accident issues. It is horrific that this city has such a high rate of accidents. I rarely see any police pulling driver's over for breaking traffic laws.
323	Basically, I hope the search committee finds this survey inconclusive, restrictive, and virtually meaningless. We want a police chief who is responsive to the community, cares about the community and cares about and supports the Phoenix police officers he/she commands. We want a Chief who enforces all of the laws and ordinances currently in existence - who doesn't have to pick and choose which communities receive enforcement and which don't. For example, loud parties and illegal street parking are not tolerated in the historic district. However, if these minor violations occur in Maryvale, they seem to be ignored. No matter where a resident lives in the City, the same laws and ordinances need to be enforced, across the board. No exceptions.
324	In considering the next Police Chief, I would suggest a background check, confirming they are a U.S. citizen, and are supportive of the U.S. Constitution.
325	The single most important thing to me is a person who has a background in dealing with many segments of the population,, but cultural and ethnic, and has demonstrated the ability to relate with them in a practical way.
326	We are considering a move to another part of the country after being a Phoenix resident and citizen for over 35 years and my entire adult life. The primary reason for our move is the culture of drug related and gang related crime. For me, the property crime impact has been polarizing. I think Phoenix is looked upon as a haven for criminals from our surrounding states and of course, the ill effects of our border crisis. Phoenix has become, for us, a lawless caricature of the wild west, an image previous civic leaders fought hard to change in past decades. The police seem to concern themselves only with crimes that offer the most media bang for the buck and opportunity for professional advancement. For a citizen, it becomes more important to be able to commute without a blatant disregard for law and safety on the street, unlicensed impaired drivers and violent traffic altercations on a weekly basis.I drive the same 10 mile route every day. I can count on one hand the number of police cars I have seen that were not investigating a traffic accident in the past 6 months. We were shocked that on a visit to the Midwest, the visible police presence compared to Phoenix and the resulting calm it seemed to bring to that community. Add to that, arriving home and worrying about locking your home down like a fortress to prevent regular, invasive property crime, even in high value neighborhoods. What other community would tolerate regular vehicle or garage break ins at their half million dollar and more homes? None, only here. The quality of life in Phoenix due to our crime, petty and beyond, is too low to merit further personal investment in this community unless visible change is made. We would rather shovel snow. Isn't that a sad statement?
327	Our city is one of the cleanest cities around, please remain diligent against blight !!

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
<b>328</b>	Commander Tim Hampton would be the best chief this City has seen in years. Take a minute and at least talk to him.
<b>329</b>	Youngish, well-educated, bonds well with his/her officers, "modern" police officer.
<b>330</b>	Reduce response time. When I call for police help it should not take 30 minutes and 4 calls to 911 later to get help when a drunk driver has crashed into my house. By the time the police showed up he was conscious and drove away.
<b>331</b>	Thank you for asking the community
<b>332</b>	Someone progressive! Ability to make changes to some of the archaic practices in the policeforce, like 911.
<b>333</b>	<p>Her or his experience and proven results related to reducing drug usage/activities, gang activity and violent crime, a demonstrated understanding of how these activities can drastically affect neighborhoods and communities, and the ability/willingness to take action.</p> <p>According to a recent (11/5/15) press release distributed by the DEA:</p> <p>* Mexican Drug Trafficking Organizations (DTOs), like the Sinaloa Cartel, remain the greatest criminal drug threat to the United States. Many of the groups, like the Sinaloa Cartel, use the Arizona/Mexico border as the entry point for their illicit cargo to enter the United States, and control virtually all drug trafficking across the Southwest Border. They are continuously trying to expand their reach throughout the United States, and are forming relationships with national level and neighborhood street gangs to push retail distribution.</p> <p>* The heroin threat is serious and increasing. Arizona seizures of heroin have increased by 246% in the last five years. Heroin production and distribution is largely controlled by the Mexican based DTOs.</p> <p>* Methamphetamine continues to be readily available and is being smuggled into the United States in ever increasing quantities. Super laboratories capable of making hundred pound quantities of methamphetamine have proliferated in Mexico, as the precursor controls in that country are not as strong as those in the United States. In Arizona, methamphetamine seizures have increased by 294% in the past five years.</p>
<b>334</b>	Finding someone to enhance the continuum of the current practices in community policing, as currently being performed within Phoenix.....
<b>335</b>	The next police chief has to be fully aware and proactive with the current issues around police brutality and violence in communities. They must have a strong background in diverse and cultural competency skills not just through a class or training but real life understanding. They must be committed to helping develop training and staff that will instill a culture of community policing and restorative justice.
<b>336</b>	If he-she has no "connections" (whatever that really means) it will be difficult. What the person in the street wants doesn't apply.
<b>337</b>	Firm but fair personality.
<b>338</b>	Recommend considering individuals who have demonstrated innovation and ability to think outside the box. A person who is not married to the traditional police culture.
<b>339</b>	Current and previous residence - familiarity with life in Arizona.
<b>340</b>	Would like to see someone with a focus on using non- confrontational methods of crime reduction. Including more training for officers with a focus on using force for policing ONLY when the officer is in direct danger. More training for officers to deal with mentally ill people without force.
<b>341</b>	Someone who is able to stand strong against lobbying groups. Fair, impartial...an independent thinker. Relates to and interacts with the average citizen well. Avoids playing politics. Visible to the community.
<b>342</b>	They must be fluent in both English and Spanish, with no question at all. Regardless all other considerations ESL or SSL candidates will suffer a severe handicap. Experience with Mexican criminal organizations and Mexican law enforcement organizations is essential. This candidate could potentially be a Mexican law enforcement official, if exactly the right candidate came from that resource pool. For this job ethnicity and nationality even, are non-issues. As far as 'race' is concerned, there is no such thing so let's not get involved in fantasy concerns.
<b>343</b>	I would love to see a female Chief.
<b>344</b>	From what I have seen on my neighborhood blogs and board, the large majority of folks are most concerned about theft, graffiti, vandalism, etc. I have not seen one post about alcohol, drugs, etc. Frankly, I don't think people care about alcohol and drugs unless it is impairing a person's ability to operate a vehicle safely. My husband commutes from Laveen to Scottsdale every day and he now has a GoPro on his dash due to the ridiculous number of accidents! The City of Phoenix needs to absolutely ban hands-on device use while operating a vehicle.
<b>345</b>	we need to hire somebody who has the ability to deal with both urban and suburban problems, that takes a progressive view on law enforcement. less focus on petty drug crimes and moving violations, lets focus on preventing crime, and lets see officers out in the community, on street corners, being proactive rather than reactive.
<b>346</b>	Hire more officers.
<b>347</b>	Someone that follows all the laws not just pick and choose what is politically correct such as many agencies that are following "Sanctuary City" actions so as not offend special interest groups.

	<b>Is there anything else you think the search committee should consider when hiring the next Police Chief?</b>
348	We need a police chief with a focus on violent crimes.
349	Focus on actual crime and not revenue collection/radar gun usage.
350	Racism is rampant and we already have Sheriff Joe to embarrass us. Let's show the country that our police force does not have to be racist
351	yes, don't forget your position is to serve the public and not just your department and self.
352	Fairness. ...comes from within pod or previously been an employee of police in this state..feel hiring within
353	I think that it would be beneficial to allow the public to participate in the process. This could be something like a community forum once the applicant pool is narrowed down to the final 3. A survey is nice, but an opportunity to hear from and see the candidates and learn about their philosophy and priorities with the opportunity to comment and provide feedback to the hiring authorities.
354	Yes look at hiring from within the Rank and File of the Police Dept because they have more Knowledge of what is going on here in Phoenix and is what's needed to make this city more safe than someone from the outside who is just looking for a bigger Retirement. Look at what happened the last time you hired someone from a different city outside of Arizona.
355	Hire from outside the organization.
356	Get the violence and drugs out of this city.
357	"Great Leaders inspire greatness in others". Core Values should coincide with: " Provigilance, Loyalty, and Diplomacy"
358	A police chief that is willing to place more officers were needed! Laveen is crime ridden and something needs to be done about it. Crime reduction is a must.
359	Willing to do everything possible to deport illegal immigrants and adopt a stop and frisk program. Hit organized gang's purse strings even if it will not result in a conviction. Forget political correctness, body cams and have an attitude of having the back of every LEO on the street keeping my ass safe.
360	We are very pleased that the City Manager and staff are taking the appropriate steps to get input from the community. Positive sign that we will source the appropriate leadership for the City of Phoenix current and future leadership needs. Thank you!
361	Preferred someone who has worked for Phoenix Police currently or in the past
362	Hire the best qualified applicant without concern over ethnicity, gender or race. Enough is enough.
363	how effective has the candidate been in assisting city and state lawmakers in creating effective laws the department can enforce?
364	The current Chief is doing a great job. Someone similar to him would be great. No one like Garcia.
365	Old school leadership from a veteran patrol officer
366	How much street experience they have to truly understand police work.
367	A man capable of enforcing the law, keeping the integrity of his officers and still be able to work with his community.
368	A man or woman who will hold him/herself as well as all Officers of the Department accountable for their actions. A man/woman who will have their Officer's back when proper procedure has been followed.
369	Culturally competent and able to work well with the City Manager's Office and City Council.
370	Traffic enforcement and insurance fraud.
371	Don't forget about Laveen.
372	Give pay raises to all officers
373	Phoenix police department has many qualified applicants. Pick from the people that know Phoenix, you know what happened when you picked from out of state.
374	There are a lot of qualified personnel within the ranks of City of Phoenix Police Department. Promote from within.
375	Find a balance between what the Union wants and what the City wants.
376	Promote an organization where citizens want to become officers. There is such a shortage of officers currently and no real benefit for citizens to join the department give recent unfair bias in the media. The chief needs to bind the officers and community members together but more importantly not succumb to media pressures and always put the officers first. In addition, he needs to compensate officers. As I understand they haven't had a pay raise in years, rather their pay is being reduced, with no support of additional officers on the force.
377	Hire from in house and learn from past mistakes!!
378	Good Luck
379	Humility, sense of service, fairness, and accountability.
380	Hire from within if a qualified applicant meets all criteria.
381	It must be someone to continue to heal the division. Chief Yahner has done well steady the ship. The new captain must take it farther. Next chief must be aware of that.
382	Open minded people person that can be a true and valuable leader the community respects and looks up to as a true friend.
383	Tom Van Dorn exemplifies what a Police Chief is and should be. I lived in Phoenix for six years and got to know him through community involvement. His dedication to the community and the City of Phoenix is outstanding.

	Is there anything else you think the search committee should consider when hiring the next Police Chief?
384	Consider someone with experience developing relationships both inside and outside of the department - someone both front-line and management will respect, with knowledge of the law and an ability to clearly articulate the mission of the Department.
385	Currently it is MORE IMPORTANT to hire additional Officers than a Chief !!
386	This person should not be more concerned with PR but more concerned with the citizens' safety and reducing crime.
387	Handling of misconduct issues.
388	Must be able to promote based on merit rather than time of service. Too many new commanders retire soon after promotion. Strong management skills are needed for proper personnel deployment and working with the police union.
389	Stand by the rank and file Officers by not allowing media influence to dictate policy or decisions.
390	Yes, NOT hiring based on "Diversity". Just hire the best man OR woman for the job. NOT a suck-up!
391	military experience
392	Not mentioned in survey: Someone that is not politically driven. And will uphold and defend the constitution.
393	Please consider someone who is willing to get out in the communities and listen to what the residents have to say about what is happening in their neighborhoods. Not only listen but take action, i.e., increase the number of officers in a community that has an increase of crime. Currently, Laveen has had an extreme increase in crime but only have a small amount of Phoenix Police Department officers to help assist in taking care of this issue.
394	I retired from Phx. P.D. in 2009, 30 yrs on the dept. The chiefs that have been selected after him have been
395	Best of luck in finding a qualified Chief.. It's important for the City Leaders to stand by their Police Department...Police Officers could be a lot more friendly with the public..Many of the seem to be in their own world much of the time.
396	Yes one that works well with the City Council and add the zip code 85339 if anybody cares.
397	You should select Mike Kurtenbach because his integrity is above reproach, the officers respect him, and he is loved by our diverse communities.
398	Don't keep hiring from within. If you've always hired from within, you always get the same results...we need a leader, not a warm body. Had you've given Garcia a chance, we might have gotten some better results.
399	Increasing police presence in obscure neighborhoods, such as this one, especially on the weekends without continual delays in call responses
400	Would like a chief that would change the attitude of the officers when dealing with calls and oversee new training of the 911 operators. If someone takes the time to call in they should be treated with respect.
401	Laveen zipcode (85339) wasn't listed, but we are Phoenix are served by the City of Phoenix PD. I would like to see someone who understands the city that has "villages" such as ours within the city of Phoenix, that doesn't get the resources that are needed not being a "central" part of the city.
402	Again, please get someone who can build that bridge between PD, the unions and city council. If we are not on the same team, we all lose and the community loses faith.
403	Please don't hire another Daniel Garcia type of person who is rude and condescending to the community and who is an ego maniac. A humble public servant who can build consensus and coalitions from within and without the Police Department is what we need.
404	Recruit from outside the department and not allow the union to bully the next chief
405	Enforcing laws comes before politics. While it is important for a Chief to be accessible to the community, his/her first and most important duty is to work with his staff to enforce laws and protect the community. This means more police officers need to be hired. Shortage of officers is a FAILURE of the City to protect the community.
406	please bring in someone familiar with phoenix and history with arizona. keep politics and favoritism out of selection process.
407	Someone who will boost morale within department. Treating the "boots on the ground" better will boost morale which will in turn boost enforcement and make the community safer.
408	Pick a chief that is fair to ALL citizens of Phienix.
409	Michael kurtenbach is the guy! Great leadership and really connect with the community.
410	Find a male/female candidate who will not cater to the people who scream the loudest. Someone strong enough to kick up the dirt and clean up the department. Doesn't waste time on meaningless decisions like wearing full uniform in Phoenix in 115 degree heat. Focuses on what needs to be done, is able to prioritize, and doesn't give a "crap" what people say about him/her.
411	I'm a former resident of Phoenix, and retired LEO. Try and make the selection based on qualifications, not based on ethnicity or gender.
412	The previous chief seemed too much of a dictator and he really crushed the motivation of officers.
413	Putting aside political ideologies, the next Police Chief should have the respect of the Council, City administration, and the public. The current interim-Chief has, in my opinion, shown the qualities of someone willing to handle things subjectively and with a high-level of integrity. The Council/Administration should keep his ideas in mind while conducting the next search. Best of luck!
414	Hire from within! Our track record is much stronger with locally known, tested, and proven candidates. Even a lengthy process allows the transient candidate to provide a façade of what he or she believes is the desirable candidate.