



## City of Phoenix

**To:** Jennifer L. LaRoque, Commander  
Training Bureau

**Date:** July 30, 2019

**From:** Brian J. Issitt, Lieutenant  
Training Bureau

**Subject:** 2018-2019 Annual Community Police Trust Initiative Training Report

In 2015, the Community Police Trust Initiative (CPTI) task force was formed by the City Manager to inform city and police leadership of community-based strategies to enhance the continued relationship of trust between the Phoenix Police Department and the citizens of the City of Phoenix.

One of the recommendations from the task force was in regards to training of Department personnel. Specifically, the CPTI made the following recommendation:

*Provide leadership, crisis intervention, cultural competency, disability (physical and mental), diversity and community engagement training throughout the careers for all levels of sworn personnel and civilians with public contact annually.*

This report is being generated to address these recommendations and to report measures taken to fill each request.

### **Leadership Training**

Since the 2017 Annual Community Police Trust Initiative Report, great strides have been made in the Phoenix Police Department's leadership training. While the Basic Supervision School is still being utilized for officers promoting to the rank of Sergeant (the training consists of various topics during 80-hours of training to include leadership, policy/procedure, community relations, and mental health training, etc.), another layer in the training and development of supervisors from Sergeant to Lieutenant has been created.

All future Sergeants and Lieutenants now go through an updated Sergeant-in-Training (SIT) or Lieutenant-in-Training (LIT) process, in which each SIT or LIT must successfully complete a specified amount of shifts with a designated mentor. Those in SIT must complete sixteen (16), ten (10) hour shifts, while those in LIT must complete eight (8), ten (10) hour shifts. Each SIT or LIT must exhibit their ability to learn the skills of their position through on the job training with an assigned mentor, culminating in the demonstration of the learned proficiency. If an SIT or LIT cannot successfully show proficiency, promotion is denied.

In addition to the amendments to the SIT and LIT process, the testing process has also changed for interested personnel who wish to promote to the rank of Sergeant or Lieutenant. Any interested personnel must now complete two prerequisite courses on tactical leadership. The first course is in a classroom setting (4 hours), where each participant learns best practices on how to best manage a plethora of different tactical scenarios. The second class (4 hours) takes the best practices from the classroom and allows the participants to actively work on their knowledge in a live setting demonstrating their proficiency.

If both class are successfully completed, the participant may then apply for their desired testing process (Sergeant or Lieutenant). The goal of these prerequisites are to ensure that supervisors understand how to successfully manage fluid situations, while mitigating the danger to our community.

### **Crisis Response**

With the 2017-2018 Annual Module concluding in June 2018, the Phoenix Police Department and the Phoenix Fire Department joined forces and put together a joint three (3) hour training regimen. This training allowed firefighters and police officers to come together in the same training environment to learn about how to handle situations involving people in mental crisis. Not only was the training beneficial toward helping personnel understand the signs and symptoms of those in mental health crises, the training further strengthened the overall response to these types of situations by all Phoenix Public Safety personnel.

Additionally, leveraging the newly created e-Learning platform, officers were mandated to complete a mandatory four and a half (4.5) hour training module on behavioral health intervention and strategies for law enforcement.

Officers were also given the opportunity to become more proficient at using the knowledge and skills they have been learning on how to handle incidents involving behavioral health issues during hands-on training.

After the 2017-2018 Annual Module concluded, the Training Bureau began conducting more in depth squad-based training to handle the needs of the Department. One of the training evolutions that was developed and implemented in November 2018, was focused on the different use of force options that officers have available to de-escalate situations that they may encounter on a daily basis. Through this reality-based training, officers were able to learn and focus on decision making and de-escalation techniques during crisis incidents. Of this training, approximately 69% of the scenarios and drills were focused on individuals in various states of mental crisis.

### **Cultural Competency, Disability, Diversity and Community Engagement**

While a large segment of the 2017-2018 Annual Module was dedicated to addressing the areas of focus as prescribed by the CPTI's recommendations, other training of significance was created in relation to topics of cultural competency, disability, diversity and community engagement, to include:

- Continued training, which concluded in June 2018, was given on understanding and working with members of the disabled community to include the hearing impaired and visually impaired. This training was highlighted in conjunction with the Arizona Commission for the Deaf and Hard of Hearing (ACDHH). The training focused on information regarding effective communication, use of interpreters, resources, and service animals.
- Eight (8) hours of in-person Implicit Bias training, contracted through Dr. Bryant Marks from the National Training Institute on Race & Equity, focused on how to work better with the community in solving problems and understanding implicit biases. This training was mandated for all Phoenix Police Department employees.
- Several e-Learning platform classes were also developed to assist officers specifically with communicating in a professional manner with the community as they perform their duties.

These classes included Communication in Volatile Incidents, Crisis Communications for First Responders, and Patrol Negotiations. These courses made up for a total of four (4) hours.

- The Training Bureau has also sought to actively work with our community partners in conjunction with the Active Shooter Intervention (ASI) training that continues to be conducted around the City. Over 5,000 citizens, business owners, teachers and private company employees have been taught the principles of “Run, Hide, Fight” and “Stop the Bleed.” These courses have strengthened a significant positive relationship between the Phoenix Police Department and the community we serve. These events with our community continue to occur as they are requested on a daily basis.
- In 2019, more mandatory training will be conducted through the Crisis Intervention Team (CIT) to all patrol personnel. In response to the National Police Foundations Recommendation #9, the Department has committed to the International Association of Chiefs of Police "One Mind Campaign," which seeks to ensure successful interactions between police officers and persons affected by mental illness. As a result, CIT Squads will be providing this mandatory Mental Health First Aid training to all first responders. Mental Health First Aid is an award-winning, evidence-based training program for members of the public and law enforcement. The Public Safety Module, has been specifically customized to be applicable and relevant to a public safety audience. This training will be a full eight (8) hours of training and is AZPOST approved.
- Another upcoming training in 2019 that will be hosted on the eLearning platform is a training that will specifically feature the visually impaired community. The training will focus on how officers can best service this population of our community. This training will be a joint effort between the Phoenix Police Department and the visually impaired community.

## **Findings**

The Phoenix Police Department has continued demonstrating its commitment to our community and the CPTI through a rigorous training schedule that was set in place in 2018, continuing into 2019. Through an innovative and creative training program, the recommendations of the CPTI continue to be held in high esteem as the Phoenix Police Department continues its commitment towards building trust with the members of our community.