

**City of Phoenix**  
**Review and implementation Ad Hoc Committee**  
**Recommendations**  
**July 16, 2020**

**Community Engagement**

1. Implement [National Police Foundation](#) (NPF) recommendation 9 dealing with mental health issues, crisis response, and treatments needs in the community. This includes making multi-million dollar investments by the City in the Crisis Intervention Team (CIT) model with community, healthcare, and advocacy partnerships as well as behavioral health partners to connect members of the community to proper crisis services that do not involve the police.
2. Implement Participatory Budgeting as a process to empower people to decide together how to spend public money, including the public safety portion of the City's budget. This incorporates aspects of the NPF recommendation 5 for meaningful community engagement, as well as recommendations 6 and 12 of [Community Police Trust Initiative](#) (CPTI) to listen to community and implement formal feedback tools using best practices. Taking steps to ensure the community is more involved in the city budgeting process – particularly for public safety is the goal of this recommendation.\*\*

(\*\* The City's perspective refers to the actual process that is used and points out that the overwhelming majority of the police budget goes for personnel costs and other fixed obligations that comes out of it. There is only a small portion of that budget that is discretionary. That discretionary portion includes things like Body Worn Cameras (BWC) which is something the community has already supported. To try to implement some form of different process for one department that is different from the rest of the budget may lead to labor issues and potentially charter issues. Cutting of filled positions is not something Council will support. The community stating the things it wants to see done with any growth in revenues is an approach that can lead to the outcomes the Committee wants.)

**Policy and Oversight**

1. Implement aspects of the "Policy & Oversight" pillar recommendations from the [CPTI](#) and Phoenix Police Department (PD) Officer-Involved Shooting (OIS) Review by updating the Phoenix Police Departments Use of Force Operations Order 1.5 to better reflect the deficiencies in the Use of Force Project analysis banning chokeholds and strangleholds, requiring de-escalation, requiring exhausting all alternatives before shooting, and banning shooting at moving vehicles as well as:
  - a. Updating the "Sanctity of Life" clause to reflect a commitment to the preservation of life and use of less-than-lethal force in every instance possible with the wording, "The primary duty of all police officers is to

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preserve human life. Only the minimal amount of force necessary to protect the life or to effect an arrest should be used by an officer. Excessive force and/or gratuitous use of any force will not be tolerated. Officers should exercise all safe and reasonable means of control and containment, using only the amount of force necessary to overcome resistance.” (language used by the Philadelphia Police Department use of force directive)

- b. Adding a policy as noted in recommendation 3 in the Phoenix PD OIS Review addressing foot pursuits to establish parameters surrounding decision-making and officer safety such as; factors to consider when deciding to engage in a foot pursuit, officers’ safety concerns, transitioning from pursuit to apprehension, and the roles and responsibilities of the officers initiating the pursuit, assisting officers, supervisor, and dispatcher.
2. Implement [NPF](#) recommendation 4 to further increase transparency of Phoenix PD, and recommendation E1 through E5 from the [Community Engagement and Outreach Task Force](#) to improve processes for accountability and end the practice of purging an officer’s disciplinary records, including in contracts negotiated with the police unions.

## **Reporting**

1. Implement [CPTI](#) recommendations 3 and 7 as well as NPF recommendation 4.1 to increase transparency through the sharing of data and information with community. The following should be housed by the Office of Accountability and Transparency, posted to the Phoenix PD website, updated on an ongoing basis, and reported annually:
  - a. Officers need to report the outcome of every traffic stop, including the following: reason for stop, date of interaction, location, race, ethnicity, gender, age, outcome of interaction (including charges filed housing status of person, indicate if was ICE called, time interaction began and ended
  - b. Officers need to report the outcome of every arrest, including the following: reason for interaction, date of interaction, location, race, ethnicity, gender, age, outcome of interaction (including charges filed), housing status of person, indicate if was ICE called, time interaction began and ended
  - c. Officers need to report the following information on all use of force incidents, from “pointed gun at person” through “use of lethal force” per

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the Phoenix Police Department Use of Force Policy: reason for interaction, date of interaction, location, race, ethnicity, gender, age, outcome of interaction (including charges filed), housing status of person, indicate if was ICE called, time interaction began and ended, armed or unarmed, if armed- what was the weapon

- d. Officers need to report the following information on all instances of in-custody death: reason for interaction, date of interaction, location, race, ethnicity, gender, age, outcome of interaction (including charges filed), housing status of person, indicate if was ICE called, time interaction began and ended

### **Training**

1. Implement [Community Engagement and Outreach Task Force](#) Recommendation D, CPTI recommendation 8, and [NPF](#) recommendation 3 to improve officer training including increased training in:
  - a. Implicit bias, procedural justice, relationship-based policing, community interaction, crisis intervention, mediation, conflict resolution, and rumor control.
  - b. Appropriate engagement with youth, LGBTQ and gender non-confirming individuals, English language learners, individuals from different religious affiliations and that are differently abled.
  - c. De-escalation tactics, minimizing the use of force, lowering the temperature of an interaction to reduce the need for physical and/or firearm use, and managing stressful situations.
  - d. Scenario-based formats that are better aligned and balanced with more common scenarios observed in OIS data.

### **Staffing and Efficiencies**

1. Implement the aspect of [NPF](#) recommendation 7 for a staffing study, similar to the Berkshire Advisor Report, for an independent efficiency study and audit/analysis of Phoenix PD staffing that better aligns with community needs and a greater emphasis of non-police interventions, including review of police units like the Special Assignment Unit (SAU – report page 26) and Party Crew (report page 28). The entity conducting this study must be chosen through a

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community engagement process

2. As the budget allows, increase the number of Community Action Officers (CAO)'s to more effectively engage with the community. Maintain a 4-day, 10-hour workweek to ensure coverage for nighttime community meetings, and allow officers to flex hours to meet the needs of the community.
  - a. Implement regularly scheduled meetings between CAO's and patrol officers to communicate community concerns. Establish regular meetings/communication with the future Civilian Review Board.

**Citywide**

1. Implement the aspect of [CPTI](#) recommendation 2 to seek “least harm” for minor infractions and recommendation 4 for building community trust through Mayor and Council actions in:
  - a. A review of all policies regarding Phoenix PD updating those policies that prioritize least harm options of enforcement in all situations, including but not limited to:
    - i. Prioritizing “cite and release” options over “arrest and send to the Maricopa County Sheriff’s Office”.
    - ii. interactions with federal immigration authorities,
    - iii. Adding a requirement to report the time in which a stop begins and ends where there is an attempt to contact Immigration & Customs Enforcement (ICE).
  - b. Publishing on the Phoenix PD website such policies regarding interactions with federal immigration authorities as well as contracts the City enters where officers may interact with federal immigration authorities.
  - c. A review of City ordinances that result in minor infractions, imply criminal penalty, and are enforced with penalties (i.e. accessing light rail platforms, manifestation laws).
2. Ensure implementation of these and prior recommendations through a tab on the Phoenix PD website that links to a dashboard of recommendations that will be developed by this committee and from the future Civilian Review Board. List recommendations and where they stand regarding Council review, Phoenix PD review, and implementation.