

Continuous Improvement

The City of Phoenix and Phoenix Police Department are committed to continuously assessing and improving all aspects of service to the community. Policies and procedures must withstand the test of time and be changed when necessary. Below are some of the measures taken to foster a culture of continuous improvement.

- **2015** – City Manager’s Office launched The Community and Police Trust Initiative (CPTI):
 - Includes a working group of community members
 - Working group provides recommendations to city and police department
 - All recommendations were considered and eventually implemented.
- **2017** – The Early Identification and Intervention Program created as a problem-solving, non-disciplinary approach:
 - Designed to improve service delivery by tracking behaviors, identifying potential risks and stepping in to help improve employee performance.
- **2019** – The Phoenix Police Department began producing Critical Incident Briefing Videos (CIBs):
 - CIBs outline the facts, known at the time, of events deemed as critical incidents.
 - Initially, CIBs were publicly released within 45 days of a critical incident; now released to the public within 14 days.
 - within the same 14-day timeline, PPD also releases the following:
 - Body worn camera videos used in the creation of the CIB,
 - reports available at that time,
 - scene photos,
 - 911 calls, and
 - radio transmissions.
- **2019** – Full deployment of body worn cameras started in 2019 and continued until every Phoenix Police Officer was outfitted with a body worn camera:
 - video is uploaded and stored on AXON server.

- **2021** – The Phoenix Police Department earned full compliance with each of the tenets of #8CantWait. This initiative encourages police departments to assess policy and practices in eight specific areas.
 - Ban chokeholds and strangleholds.
 - Require de-escalation.
 - Require warning before deadly force.
 - All alternatives before deadly force.
 - Duty to intervene.
 - Ban shooting at moving vehicles.
 - Require use of force continuum.
 - Require comprehensive reporting.

- **2021** – Phoenix PD was chosen to participate in the National Public Safety Partnership (PSP) which enables sites to consult with and receive expedited, coordinated training and technical assistance from DOJ to enhance public safety strategies.

- **2021** – The Phoenix City Council created the Office of Accountability and Transparency (OAT):
 - Provides additional oversight with investigations of members of the department.
 - Provides recommendations for training, policy, hiring practices, disciplinary actions and other oversight on behalf of the community.

- **2021** - Established the Center for Continuous Improvement within PPD:
 - Name subsequently changed to the Continuous Improvement Unit.
 - focuses on identifying opportunities for organizational improvement in order to develop and implement best practices.

- **2021** - Revamped the PPD Training Bureau:
 - hired a civilian administrator with expert knowledge of education to develop and implement a modern and improved curriculum for recruits.

- **2021** - Started tracking and publishing instances where officers pointed a gun at person(s) (PGP):
 - Available on [PPD's website](#).
 - Tracked by year and precinct.
 - Tracked by age, gender, and race/ethnicity of the officer and subject involved.

- **2022** - Launched [Transparency Website](#) which is an interactive website that makes available raw data and updated statistics:
 - Data categories and dashboards include;
 - Officer-Involved Shootings
 - Use of Force
 - Officer Pointed Gun at Person(s)
 - Adult Arrests
 - Traffic Citations
 - Unmanned Aircraft System Data
 - Calls for Service
 - Crime
 - Crime Map and Statistics
- **2023** – Created the Organizational Integrity Bureau which houses the Continuous Improvement Unit and Quality Assurance & Standards Unit.
- **2023** –Phoenix Police Department awarded accreditation through the Arizona Law Enforcement Accreditation Program (ALEAP):
 - PPD had two years to meet 175 specific ALEAP standards, as well as an extensive on-site assessment to achieve accreditation.
 - ALEAP is the accrediting body selected by the U.S. Department of Justice for the state of Arizona.

