



City of Phoenix

To: Ed Zuercher
City Manager

Date: July 1, 2019

From: Jeri L. Williams 
Police Chief

Subject: PHOENIX POLICE PLAN OF ACTION AND COMMITMENT

It is critical for the Phoenix Police Department to restore trust between all parts of the community and the Department. The community who attended the Community Listening Session on June 18th expressed clearly they are tired of talk and want action now. I also want action quickly and am fully committed to make improvements.

However, I firmly believe in the good work and integrity of the men and women of the Phoenix Police Department. When we make mistakes, we will own up to them and work to do better. Distrust of the Phoenix Police Department by some members of the community is an issue that requires change within the Department and a commitment from me, as Chief, to a renewed partnership between the Department and the community. I have listened to the public's voice about the behavior of some Phoenix Police officers. Any unprofessional behavior reflects on everyone in the Department and I will not tolerate it. There are thousands of Police employees who do not deserve this perception, but I accept perception is greater than reality and we must work to change it. These changes will make us a better Police Department for all those we serve.

As I have already committed, we are reviewing individual officers' conduct and will hold them accountable through the disciplinary process based on the employees' established due process rights. And as Mayor Gallego announced last week, we are accelerating implementation of body-worn cameras to have all first responding (patrol) officers and sergeants deployed by the end of August.

Further, as Police Chief, I am committed to the actions of the Phoenix City Council on June 19th and pledge that the Police Department will fully assist and participate in a robust self-assessment process with the City Council and its appointed Ad Hoc Committee to review implementation of previous reforms and any Council-adopted civilian review board system.

Challenges come regularly in big city police departments. And the challenge of police behavior is of greatest concern not only here, but around the world. I commit to take immediate action and will be transparent, responsible and accountable in the process.

In addition to any recommendations coming from the Ad Hoc Committee and the City Council, I commit to the following 5-point plan of action and commitment that focuses on these key areas:

- Communicate Clear Expectations to Officers
- Modernize Technology and Processes
- Assess Best Practices
- Improve Training
- Survey Community Feedback

The implementation of this plan will be in conjunction with the work of the City Council and its appointed Ad Hoc Committee, as well as the police advisory committees. I will publicly report at least monthly on progress in each of these 5 program areas, and any others added by the Ad Hoc committee or City Council.

It has always been my commitment for the Phoenix Police Department to be an adaptable, learning organization. This program will continue our efforts to make the Phoenix Police Department better able to serve our diverse community.

I will work closely with the City Manager's Office to identify for the City Council any additional funding needed to implement any part of the plan. The Department and I are ready to go to work.

COMMITMENT	BRIEF DESCRIPTION	ACTION DUE DATE
1. Communicate Clear Expectations to Employees	a. Employee sessions b. Written Communication c. Crisis Communication d. Implicit Bias	July 2019
2. Modernize Technology and Processes	a. Expedite all officers engaging with the public have Body Worn Cameras. b. Implement a system for tracking when officers draw their weapons. c. Streamline the process for releasing reports to witnesses, victims and media to expedite the availability of information. d. Assess and modernize department recruiting and screening policies based on nationwide best practices. e. Purchase (with Council approval) an 'Early Warning System' to track officer conduct and provide assistance, training and intervention to officers early in their careers.	Underway – August 2019 September 2019 September 2019 September 2019 September 2019
3. Assess Best Practices	a. Behavioral Health b. De-Escalation c. Hiring / Training d. Report Writing e. Community Engagement	September 2019
4. Improve Training	a. Assess and update the academy and field training officer programs based on nationwide best practices. b. Assess and update report writing techniques, training and auditing to ensure that reports accurately reflect interactions with residents.	September 2019 September 2019
5. Survey Community Feedback	a. Conduct (with Council approval) a statistically valid community survey to establish baseline opinions of the Phoenix Police Department, with statistically-valid breakdowns by demographics and regions of the city. b. Conduct (with Council approval) a statistically valid Police employee survey to establish baseline opinions of the Phoenix Police Department.	December 2019 December 2019