



CHANDLER POLICE DEPARTMENT

Review and Response of the Final Report Of

THE PRESIDENT'S TASK FORCE ON

21ST CENTURY POLICING

January 2018



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Revised

PREFACE

On December 18, 2014, President Obama signed an Executive Order establishing the “Task Force on 21st Century Policing.” Task Force Members sought expertise from stakeholders and input from the public through listening sessions, teleconferences and written comments as they worked to identify best practices in policing. The Task Force submitted an initial report to the President on March 2, 2015 and released the final report on May 18, 2015.

Upon release of the interim and subsequent final report issued by the Task Force, the Chandler Police Department reviewed the report’s recommendations to determine where improvements could be made to our procedures, policies, and “best practices” that would strengthen our partnerships within the community and demonstrate that we hold ourselves to the highest standards of performance.

Although it was clear that the vast majority of the recommendations in the report have been in practice for many years, some were not part of our existing strategies and do have considerable merit. With this report in mind, we committed ourselves to review and revitalize strategies currently in use by this department and to introduce and/or implement other strategies that will enhance our interactions with the community we serve.

There are 58 “Recommendations” (38 of which are directly related to law enforcement and 20 are recommendations aimed at government agencies and/or community organizations) and 91 “Action Items” (50 directly related to law enforcement and 41 items intended for the government agencies, other entities, and/or community organizations) outlined in this report.

Each law enforcement-related Recommendation and Action Item was reviewed and compared to the current practices of the Chandler Police Department. Strategies have been reviewed and updated as best practices evolve.

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PILLAR ONE: Building Trust and Legitimacy

Building trust and nurturing legitimacy on both sides of the police/citizen relationship is not only the first pillar of this task force's report but also the foundational principle underlying this inquiry into the nature of relations between law enforcement and the communities they serve.

Procedurally-just behavior is based on four central principles:

1. Treating people with dignity and respect
2. Giving individuals 'voice' during encounters
3. Being neutral and transparent in decision making
4. Conveying trustworthy motives

1.1 RECOMMENDATION: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

The Chandler Police Department is a CALEA accredited police agency and received the Gold Standard Assessment with Advanced Meritorious Accreditation from CALEA during the 2017 re-accreditation. Chandler Police utilize and follow policy and procedures based on best practice models that are evaluated annually to ensure they are meeting the needs of the organization and the community. The Chandler Police Department also provides a wide range of training to highlight and emphasize procedural justice and prepare our officers to work with the public as a guardian and protector. The training modules include Blue Courage, Nobility of Policing, Crisis Intervention Training (CIT) in response to emotionally-disturbed persons, de-escalation training & awareness of special populations, Ethical Decision Making, Know Your Authority, and various leadership development courses.

1.2 RECOMMENDATION: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

The History of Law Enforcement is provided in the first week of academy training acknowledging the role of policing in the past and present. The Chandler Police Department provides curriculum to be taught in supervision school, post academy and leadership classes examining lessons learned from the 1997 Chandler immigration "round-up" and the impact it had on community trust.

1.2.1 Action Item: The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publically acknowledged by law enforcement agencies in a manner to help build community trust.

This is a U.S. Department of Justice Action Item.

1.3 RECOMMENDATION: Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

The Chandler Police Department's Mission Statement is "To provide a safe community where people can live, work, and thrive." The Department focuses on the community it serves by providing a high level of customer service. The Department has a formal Citizen Complaint Process policy to address all complaints. The open and transparent policies and the complaint process help to build public trust. Additionally, the Department's policies (General Orders) are published on the Department website. The Department publishes use-of-force statistics, arrests, and calls for service data on the department website as well.

Citizens serve as board members on the Citizen's Panel for review of Police Complaints and Use of Force and recently a citizen was added to the internal training committee. Internal review boards are staffed by personnel throughout the Department to review employee actions. These boards include: the Photo Enforcement Board, Use-of-Force Board, and the Pursuit & Accident Review Board.

Police employees, both sworn and civilian, also engage the community through various community outreach events, community meetings, open houses, and crime prevention services.

The Chandler Police Department implements annual training such as Nobility of Policing, Know Your Authority, and will implement Blue Courage training to all Department members starting in 2016.

In 2014, the Chandler Police Department started beta testing body-worn cameras (BWC). During the test, 40 cameras were deployed to patrol and specialty units. Over the course of the beta testing period, the BWC program has proved to be a valuable asset to the Department and the community. The Chandler City Council approved the purchase of an additional 160 body worn cameras, which include the hardware, software, and data storage for the next five years. The full roll out and implementation of the BWC program was completed in the summer of 2016. In 2018 the department will look to implement the second generation of cameras ahead of the current schedule.

1.3.1 Action Item: To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

The Department has posted General Orders, not directly related to operational security, on the Department website. The Department also provides LexisNexis Community Crime Map, which provides a CAD based search index for citizens looking at crime trends in the city. The department's use of force statistics, arrests and calls for service are available to the public. The goal is to augment this information with additional data as we further develop our records management system.

1.3.2 Action Item: When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

The Media Relations Unit's policy is to provide accurate and timely information to media outlets and social media during a critical situation. All responses to Freedom of Information Act (FOIA) requests are handled promptly, and continual efforts are made to ensure public documents are redacted and released according to state law in a timely manner. The Department is committed to working with the Maricopa County Attorney's Office to coordinate the timely release of information relating to criminal conduct. We participate and partner with the MCAO for review and comment as new protocols are considered and best practices developed.

1.4 RECOMMENDATION: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice

The Department believes that the principles of procedural justice apply to police officers and not just community members. Officers are expected to use the tenets of procedural justice in interactions with the public, but it is also important in how the Department interacts with its own members.

The Chief of Police meets weekly with members of the command staff to ensure open communication is maintained. In addition, the Chief meets monthly with all lieutenants and quarterly with sergeants to share his vision with front-line supervisors and to discuss ideas on ways to augment and/or improve upon it. Command staff, including the Chief, routinely participate in briefing visits and staff meetings of both sworn and civilian members to solicit ideas and to garner support for our overall objectives. The department has also developed a

communications committee utilizing our Relationship by Objectives platform to maintain consistent messaging with all personnel.

The Chandler Police Department uses non-biased enforcement policies. The Department implemented the Nobility in Policing, Know Your Authority, and Blue Courage. Other offerings will be implemented as they are developed.

1.4.1 Action Item: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

The Chandler Police Department has utilized the Relationships by Objectives (RBO) model for 10 years. Originally facilitated by the Federal Mediation and Conciliation Services (FMCS), the RBO committees elicit input from all employee associations regarding creating and revising Department policies, which is followed by a report to a Steering Committee. General orders are reviewed and updated annually, a process that involves personnel throughout the organization.

1.4.2 Action Item: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

All Chandler Police Department employees are informed of the core values of the city. The values are institutionalized as they become the foundation of the employees' annual evaluation process. The Department has established policies and procedures for handling complaints and misconduct. Police associations are actively involved and included in the review and implementation of policy.

1.5 RECOMMENDATION: Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

The Chandler Police Department involves the community throughout the year with many events, including Open House, Getting Arizona Involved in Neighborhoods (GAIN), Citizen Academy, and quarterly community forums with the Hispanic, African-American and Islamic communities. Also, the Department participates in the Mayor's Listening Tour and hosts monthly "Coffee with a Cop" events throughout the city to solicit community input and participation. Additionally, Chandler Police personnel have a deep rooted history of volunteerism and community engagement not related to their function as city employees.

***1.5.1 Action Item:* In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.**

The Chandler Police Department sought out public input for developing the 2015-2020 Strategic Plan. Public input is sought during each re-accreditation process every three years. Policies and procedures are posted on the department's website for public review and comment. Additionally, policies have been adopted as a direct result of engaging the community and soliciting input.

***1.5.2 Action Item:* Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.**

Presently, more than 33% of Chandler police officers live in the city. Additionally, many Chandler police employees have historical family connectivity to the city. Therefore, a residency incentive program is not necessary.

***1.5.3 Action Item:* Law enforcement agencies should create opportunities in schools and communities for positive, non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.**

The Chandler Police Department works within the community to build trust with all citizens from youth to adults. The Department collaborates with the Chandler Unified School District in order to provide a Police Science class in the high schools. The Chandler Police Department has a robust Law Enforcement Cadet program for youth. The Department also offers a Youth Police Academy and Citizen's Police Academy.

The Chandler Police Department works with the Chandler Chamber of Commerce Leadership Institute and also participates in open forums designed for public input. These forums include, but are not limited to, The Strategic Plan, Citizen's Panel for Review of Police Complaints and Use of Force, Mayor's Listening Tour, Open House, GAIN, community meetings, HOA meetings, and Block Watch. The department has working partnerships with the East Valley Jewish Community Center (EVJCC), the Muslim community, and other faith based organizations. The Department also offers several internship opportunities for high school aged students and above.

1.5.4 Action Item: Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

It is the goal of the Chandler Police Department to de-escalate volatile situations whenever possible. Crisis Intervention Training (C.I.T), training on responding to vulnerable populations, and emotionally disturbed people is provided to Chandler Police officers to increase the likelihood a situation can be de-escalated successfully. The department revised the use of force policy to include de-escalation and sanctity of human life philosophy and continues to compliment this with further crisis intervention training.

1.6 RECOMMENDATION: Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

The Chandler Police Department develops crime-reduction strategies based upon trends and stated citizen concerns. As a practice, the Department implements a public education and awareness campaign as a means to gain voluntary compliance prior to taking enforcement action. When appropriate, Department personnel will meet with community representatives to explain the need for the enforcement operation. The Department continues to evaluate special enforcement and operations with education in mind and planning that entails consideration for unintended consequences. The Department is developing an electronic means to capture directed enforcement and special operations results.

1.6.1 Action Item: Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

The Chandler Police Department reviews all policies and procedures on an annual basis and more often if needed. Community trust and legitimacy is considered when implementing crime fighting strategies.

1.7 RECOMMENDATION: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

The City of Chandler solicits public input through an annual survey to help determine the public's perception of the Department.

1.7.1 Action Item: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

This is a Federal Government Action Item.

1.8 RECOMMENDATION: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

The Chandler Police Department included this recommendation in the 2015-2020 Strategic Plan. The Professional Standards Section (PSS) worked to update the Recruiting Plan and recognizes populations that are underrepresented in the sworn ranks of the Department. The Department actively seeks out opportunities for recruiting community members and is conducting reach-out events / recruiting events to increase diversification of police applicants. Additionally, a diversity group was established to assist the PSS recruiting team in fulfilling this goal and participates at recruiting events.

1.8.1 Action Item: The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.

This is a Federal Government Action Item.

1.8.2 Action Item: The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

This is a Federal Government Action Item.

1.8.3 Action Item: Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

This is a Federal Government Action Item.

1.8.4 Action Item: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.

This is a Federal Government Action Item.

1.8.5 Action Item: Law enforcement agencies should be encouraged to explore more flexible staffing models

The Chandler Police Department regularly explores various staffing models to ensure appropriate staffing is achieved throughout the organization.

1.9 RECOMMENDATION: Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

The Chandler Police Department supports this initiative. The Department routinely participates in community outreach activities which include the Mexican Consulate, Hispanic, Asian and Islamic communities and others.

1.9.1 Action Item: Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

The Chandler Police Department has developed policies and procedures outlining actions related to Immigration Enforcement based on State law.

1.9.2 Action Item: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

The Chandler Police Department (and City of Chandler) has a Certified Spanish Translator program and also uses the Language Line and Voiance phone services to accommodate other languages within the community 24/7.

1.9.3 Action Item: The U.S. Department of Justice should remove civil immigration information from the FBI's National Crime Information Center database.

This is a U.S. Department of Justice Action Item.

PILLAR TWO: Policy & Oversight

The issues addressed in Pillar One of this report, building trust and legitimacy between law enforcement agencies and the communities they serve, underlie all questions of law enforcement policy and community oversight. If police are to carry out their responsibilities according to established policies, these policies must be reflective of community values and not lead to practices that result in disparate impacts on various segments of the community. They also need to be clearly articulated to the community and implemented transparently so police will have credibility with residents and the people can have faith that their guardians are always acting in their best interests.

2.1 RECOMMENDATION: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

The Chandler Police Department has maintained a Community Policing philosophy for over 20 years. Community engagement and collaboration is the cornerstone of our system of policing recognizing a community's willingness to cooperate is born out of the level of trust, respect and support they have for their police. As a result, the Department collaborates with community members to reduce crime and strengthen relationships. Examples of this engagement can be seen in our partnerships with Improving Chandler Area Neighborhoods (ICAN), City of Chandler Neighborhood Services Division, NAACP, Mexican Consulate, Hispanic, and African American communities.

2.1.1 Action Item: The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

This is a Federal Government Action Item.

2.2 RECOMMENDATION: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

The Chandler Police Department has comprehensive policies on the use of force that includes training and investigations and adheres to state, federal, and CALEA reporting requirements for use of force data collection. The Department’s annual report and policies are available on the Department’s website. Quarterly use of force reporting is shared and reviewed by the Citizen’s Panel for Review of Police Complaints and Use of Force and is available to the public.

2.2.1 Action Item: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

The Chandler Police Department revised the use of force policy in 2016 to include a de-escalation philosophy and has incorporated it in ongoing training. The Department also implemented the Crisis Intervention Training (CIT) program and will provide additional non-force alternatives for officers who are dealing with citizens in personal crisis. Decision-making scenarios are incorporated in firearms training and hands-on training.

2.2.2 Action Item: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

The Maricopa County Attorney’s Office reviews all cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

2.2.3 Action Item: The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

The Maricopa County Attorney’s Office reviews all officer-involved shooting cases. The criminal investigations have historically been handled in-house, and are prosecution-driven.

2.2.4 Action Item: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

The Chandler Police Department is compliant with UCR mandated reporting and compliant with CALEA reporting. The Department's Crime Analysis and Research Unit works with the Professional Standards Section to properly report fatal and non-fatal officer-involved shootings.

2.2.5 Action Item: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

The Chandler Police Department policies are compliant with state and federal laws governing the release of information on uses of force. The release of information on criminal investigations is dependent on the investigative and prosecutorial bodies to determine when and what will be released. Closed investigations fall under the Freedom of Information Act (FOIA), and the average days to respond to an FOIA request is seven days.

2.2.6 Action Item: Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

As governed by the City of Chandler City Ordinance #3135, and acting in the advisory capacity to the Chief of Police, the Citizen's Panel for Review of Police Complaints and Use of Force is comprised of 15 citizens and Department members, which includes 3 Department member alternates. The Panel is appointed by the Mayor and subject to approval by the City Council. The term of office for citizens is three years.

The Chandler Police Department's Deadly Force Review Board includes one community member, as well as the involved officer's chain of command, and members from the Department's Firearms Training Unit. The purpose of this board is to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

2.3 RECOMMENDATION: Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

The Chandler Police Department is revising their process of formal after-action reports for critical incidents.

The City provides all employees with a 24-hour Employee Assistance Program. The Chandler Police Department uses the IAPro Early Warning System and the Early Intervention Program (EIP) designed to identify issues and provide a non-punitive intervention for a multitude of personal and professional matters.

2.4 RECOMMENDATION: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

The Chandler Police Department adheres to identification procedures established by the Maricopa County Attorney's Office.

2.5 RECOMMENDATION: All federal, state, local and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

The Chandler Police Department adheres to CALEA standard reporting requirements and has the ability to obtain additional data. The data is available to the public as part of the CALEA process.

2.5.1 Action Item: The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.

This is a Bureau of Justice Statistics Action Item.

2.6 RECOMMENDATION: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

The Chandler Police Department collects, maintains, and has the ability to analyze demographic data on detentions.

2.6.1 Action Item: The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.

This is a Federal Government Action Item.

2.7 RECOMMENDATION: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

MFF officers are trained and equipped in civil unrest, disturbance, and unusual occurrences where a significant police presence is needed. The Department is currently training and updating policies to address mass demonstrations, which includes the ability to deploy a Mobile Field Force (MFF). We use best practices and maintain consistency with other agencies in the event of large scale interagency needs.

2.7.1. Action Item: Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.

The Chandler Police Department is reviewing and updating policies to address mass demonstrations, which include the ability to deploy a MFF.

2.7.2 Action Item: The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.

This is a Federal Government Action Item.

2.8 RECOMMENDATION: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

As governed by the City of Chandler City Ordinance #3135, the Citizen's Panel for Review of Police Complaints and Use of Force is comprised of fifteen citizens and six Department members, which includes three Department member alternates. The Panel is appointed by the Mayor and subject to approval by the City Council. The term of office for citizens is three years.

The Chandler Police Department Shooting Review Board includes one community member, as well as the involved officer's chain of command, and members from the department's Firearms Training Unit.

2.8.1 Action Item: The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.

This is a U.S. Department of Justice Action Item.

2.8.2 Action Item: The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.

This is a U.S. Department of Justice Action Item.

2.9 RECOMMENDATION: Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

The Chandler Police Department does not require any type of quota for tickets, citations, arrests, or summonses, or investigative contacts with citizens for reasons not directly related to improving public safety.

2.10 RECOMMENDATION: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

The Chandler Police Department currently has policy governing consent searches requiring officers to explain that a person has the right to refuse consent when there is no warrant or probable cause. The policy also highly recommends the use of the written consent document and a recording device to document the acknowledgment of the consent.

2.11 RECOMMENDATION: Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's HIV/AIDS Task Force to cease using the possession of condoms as the sole evidence of vice.

The Chandler Police Department adheres to bias free policing in all aspects of contact with the public. Additionally, the GCUHF Operation Orders address special populations and how they should be handled as a matter of policy.

2.12 RECOMMENDATION: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, and/or language fluency.

The Chandler Police Department has a written policy specifically prohibiting bias based policing. Policy is taught annually during advanced officer training and during post-academy for newly hired officers

2.12.1 Action Item: The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward LGBTQ and gender-nonconforming people by law enforcement officers to the Police Public Contact Survey.

This is a Bureau of Justice Statistics Action Item.

2.12.2 Action Item: The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward LGBTQ and gender-nonconforming people by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.

This is an Action Item for the Centers for Disease Control.

2.12.3 Action Item: The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.

This is a U.S. Department of Justice Action Item.

2.13 RECOMMENDATION: The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

This is a U.S. Department of Justice Action Item.

2.14 RECOMMENDATION: The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

This is a U.S. Department of Justice Action Item.

2.15 RECOMMENDATION: Law enforcement agencies should adopt policies requiring officers to provide their names to individuals they have stopped, along with the reason for the stop, the reason for a search if one is conducted, and a card with information on how to reach the civilian complaint review board.

The Chandler Police Department has policy requiring officers, when asked, to provide their names. Pamphlets are available that outline the complaint procedures and information is posted on the Department's website

The Chandler Police Department trains annually on non-biased policing as part of CALEA and AZPOST requirements.

PILLAR THREE: Technology & Social Media

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability and privacy.

3.1 RECOMMENDATION: The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

This is a U.S. Department of Justice Action Item.

3.1.1 Action Item: The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.

This is a U.S. Federal Government Action Item.

3.1.2 Action Item: As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.

This is a U.S. Federal Government Action Item.

3.1.3 Action Item: Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

The Department utilizes several computer systems to store electronic evidence. Each system has safeguards in place to prevent users from altering, manipulating or deleting original evidentiary files. All users' actions are recorded in a system log which can be reviewed at any time to ensure the integrity of the evidence.

3.2 RECOMMENDATION: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

The Chandler Police Department has developed internal committees and communication mechanisms to ensure new technology ideas are suggested, vetted, and implemented with stakeholder input and buy-in from the start. Policies for using technology in law enforcement are often drawn from the International Association of Chiefs of Police and all policies are reviewed by CALEA to ensure they meet national standards of policing.

3.2.1 Action Item: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

The Department engages community members in several boards and commissions to ensure community stakeholders have input into Department operations and how technology is utilized in law enforcement. Some examples include: the Chief's Community Forum Group, the Chandler Citizen's Panel for Review of Police Complaints and Use of Force, Chandler Police Deadly Force Review Board, and the Chandler Police Citizen's Academy Alumni. Additionally, a community member was recently added to the training committee that is tasked with developing annual officer training. As the Department continues its community outreach, there will be additional opportunities to increase public input in developing policies for law enforcement technology. By way of example, online reporting is now fully implemented and the use of 911 texting for non-emergency calls is now available with 911 texting for emergency calls to follow.

3.2.2 Action Item: Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

The Department's RBO Technology Committee currently serves this function. Additionally, the Department partnered with Arizona State University to gauge the effectiveness of the BWC program.

3.2.3 Action Item: Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

The Department recently added the ability to receive non-emergency text messaging and is being considered to be a test agency for NextGen Text-to-911.

3.3 RECOMMENDATION: The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

This is a U.S. Department of Justice Action Item.

3.3.1 Action Item: As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of use of new technologies.

This is a U.S. Department of Justice Action Item.

3.3.2 Action Item: The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.

This is a U.S. Department of Justice Action Item.

3.3.3 Action Item: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

The Bureau of Justice Assistance's BWC toolkit was utilized during our BWC evaluation process.

3.4 RECOMMENDATION: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

The Department's legal unit participates in various workgroups with regional partners to continually evaluate existing public records laws and provide suggestions for change.

3.5 RECOMMENDATION: Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

The Department utilizes IACP and regional model policies and best practices for technology-based community engagement. The Department utilizes social media (Facebook, Twitter and YouTube) to increase community awareness and access to department activities. The Department's website contains information on crime prevention, crime statistics, policies and procedures and how to make a complaint and recognize an employee.

3.6 RECOMMENDATION: The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.

This is a Federal Government Action Item.

3.6.1 Action Item: Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, Constitutionality, and officer safety.

This is a Federal Government Action Item.

3.7 RECOMMENDATION: The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

This is a Federal Government Action Item.

PILLAR FOUR: Community Policing & Crime Reduction

Community policing requires active building of positive relationships with members of the community. The Chandler Police Department promotes this philosophy at all levels of the organization.

4.1 RECOMMENDATION: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

The Chandler Police Department's 2015-2020 Strategic Plan (1.2 and 3.2) and General Orders Section C mandate and governs community engagement.

4.1.1 Action Item: Law enforcement agencies should consider adopting preferences for seeking "least harm" resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

The Department supports the Maricopa County Attorney Office TASK Program (1st offender drug), the Chandler City Court Diversion Program for Human Trafficking, and other diversion programs such as warnings and citations in lieu of arrest for minor infractions.

4.2 RECOMMENDATION: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

The Department has a long history of community policing. The tenets of community policing are taught in basic training and modeled throughout the Department. Community policing is part of the fabric of the organization and reinforced in our policies and procedures, Strategic Plan, and promotional process.

4.2.1 Action Item: Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

Community partnership and participation is the cornerstone of the Chandler Police Department's system of policing. Officers are evaluated on their efforts to engage members of the community and the partnerships they build.

4.2.2 Action Item: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

The Department recently conducted a staffing analysis, factoring in sufficient time for patrol officers to participate in problem solving and community engagement activities. Additional officers are a priority for the department, which is currently in the budget review process. The Department annually conducts a staffing analysis with ongoing assessment of sworn officer deployment in the precincts and citywide.

4.2.3 Action Item: The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

This is a U.S. Department of Justice Action Item.

4.3 RECOMMENDATION: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

The Department currently uses a multidisciplinary Crisis Intervention Training (CIT) with the initial goal of one trained officer per patrol team and a long term goal of training every sworn officer. In 2017 all sworn and civilian personnel received training in CIT awareness and use. The Department also has a Critical Incident Stress Management (CISM) team, whose members are trained to identify persons in crisis. Additionally, the Department created a new vice and human trafficking unit to detect, investigate and rescue juveniles and adults who are victims of human trafficking. They work with our regional and federal partners as well as several non-governmental organizations such as TRUST, Dignity Health and Winged Hope.

4.3.1 Action Item: The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

This is a U.S. Department of Justice Action Item.

4.3.2 Action Item: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

This is a Community Action Item.

4.3.3 Action Item: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

This is a Community Action Item.

4.4 RECOMMENDATION: Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

This is a Community Action Item.

4.4.1 Action Item: Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

The Department has a policy prohibiting abusive or profane language. Recent additions to our training, as well as our approach to de-escalating tense situations, and recognizing the customer connection aspect of our role speak to appropriateness and public trust.

4.4.2 Action Item: Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

The Department provides opportunities for patrol officers to engage the community through a variety of programs including business checks, Night Eyes, Neighborhood Watch, Citizen Academy, Volunteers in Policing, GAIN, and numerous other programs.

4.5 RECOMMENDATION: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

The Department routinely works with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community. Officers are trained to engage the community through a variety of programs including business checks, Night Eyes, Neighborhood Watch and HOA meetings, GAIN, neighborhood newsletters, social media, Next Door Program, Citizens Academy, Citizen Observer Program, Mayor's Listening Tour and numerous other programs.

4.5.1 Action Item: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

The Department schedules regular forums and meetings where community members interact with police and help influence programs and policy. In addition, the Department hosts the quarterly Citizen's Panel for Review of Police Complaints and Use of Force meeting and participates in the Mayor's Speaking Tour and numerous other community meetings throughout the year.

4.5.2 Action Item: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

The Department engages youth and adult community members in Citizen Academies, Citizen Observer Programs, Youth Academies, Youth Wilderness Academies, Volunteers in Policing, the Police Cadet Program and by providing 2,400 hours of law related education annually at CUSD schools.

4.5.3. Action Item: Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

The Department utilizes the Citizen's Panel for Review of Police Complaints and Use of Force, Citizen's Academy Alumni Association, and the Strategic Plan Forum Group, to provide input on policing issues.

4.5.4 Action Item: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

The Department works closely with the City's Economic Development Department, Neighborhood Services, the Chandler Chamber of Commerce, the Downtown Chandler Community Partnership as well as HOA and Traditional Neighborhood Academies.

4.6 RECOMMENDATION: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

This is a Community Action Item.

4.6.1 Action Item: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

The Department collaborates with the City Prosecutor's Office and the Maricopa County Attorney's Office regarding policy and reform involving youth.

4.6.2 Action Item: In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

The Chandler Police Department works with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

4.6.3 Action Item: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

School Resource Officers work with schools and the Chandler Coalition on Youth Substance Abuse to encourage the use of alternative strategies that involve youth in decision making.

4.6.4 Action Item: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

School Resource Officers provide Law Enforcement Education (LEE) to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

4.6.5 Action Item: Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

The Chandler Police Department works with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies prohibit the use of corporal punishment and electronic control devices by school employees.

4.6.6 Action Item: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

The Chandler Police Department works with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior.

4.6.7 Action Item: Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

The Chandler Police Departments works with communities to help reintegrate juveniles back into their communities as they leave the juvenile justice system.

4.6.8 Action Item: Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

The Department currently has IGAs for the placement of School Resource Officers within all three school districts located in Chandler. School Resource Officers do not get involved in routine student discipline.

4.6.9 Action Item: The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

This is a Federal Government Action Item.

4.7 RECOMMENDATION: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

This is a Community Action Item.

4.7.1 Action Item: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

This is a Community Action Item.

4.7.2 Action Item: Communities should develop community- and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

This is a Community Action Item.

PILLAR FIVE: Training & Education

Though today's law enforcement professionals are highly trained and highly skilled operationally, they must develop specialized knowledge and understanding that enable fair and procedurally just policing and allow them to meet a wide variety of new challenges and expectations. Tactical skills are important, but attitude, tolerance, and interpersonal skills are equally so. And to be effective in an ever-changing world, training must continue throughout an officer's career.

5.1 RECOMMENDATION: The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

This is a Federal Government Action Item.

5.1.1 Action Item: The training innovation hubs should develop replicable model programs that use adult-based learning and scenario based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.

This is a Federal Government Action Item.

5.1.2 Action Item: The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

This is a Federal Government Action Item.

5.1.3 Action Item: The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

This is a U.S. Department of Justice Action Item.

5.2 RECOMMENDATION: Law enforcement agencies should engage community members in the training process.

Police citizen academy students learn about existing training programs and protocols within the Department. Police training is discussed and evaluated quarterly by the Citizen’s Panel for Review of Police Complaints and Use of Force.

The Department uses community volunteers to assist with several training scenarios per year. Special Assignment Unit members partner with local businesses that provide various training venues and whose members participate in training alongside officers. Also, the Department meets quarterly with community groups such as the NAACP and the Islamic community to discuss training and provide training demonstrations. The department added a member of the community to our internal training committee in 2016.

5.2.1 Action Item: The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

This is a U.S. Department of Justice Action Item.

5.3 RECOMMENDATION: Law enforcement agencies should provide leadership training to all personnel throughout their careers.

The Department offers a host of leadership training opportunities annually. The leadership programs include Blue Courage (through ALEA), Nobility in Policing, Ethics, Employee Development Academy, Chandler Police Leadership Cohort, Women’s Leadership Institute, Arizona Leadership in Policing (AZPOST), Leadership for Patrol Officers, Chandler Chamber Leadership Institute, and several elective leadership training opportunities. All employees receive some element of leadership-based training through annual Advanced Officer Training and Advanced Civilian Training.

5.3.1 Action Item: Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

This is a U.S. Department of Justice Action Item.

5.3.2 Action Item: The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

This is a Federal Government Action Item.

5.3.3 Action Item: The US Department of Justice should support and encourage cross-discipline leadership training.

This is a U.S. Department of Justice Action Item.

5.4 RECOMMENDATION: The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

This is a U.S. Department of Justice Action Item.

5.5 RECOMMENDATION: The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

This is a U.S. Department of Justice Action Item.

5.6 RECOMMENDATION: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

This is an AZPOST Action Item, however we currently make Crisis Intervention Training part of our in service training and use it in the field.

5.6.1 Action Item: Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.

This is a Federal Government Action Item.

5.7 RECOMMENDATION: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

This is an AZPOST Action Item.

5.8 RECOMMENDATION: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

This is an AZPOST Action Item.

5.9 RECOMMENDATION: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

This is an AZPOST Action Item.

5.9.1 Action Item: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

Cultural diversity training is provided by Human Resources upon hire of all officers, and the Department provides additional training on bias-based policing each year through its annual Advanced Officer Training (AOT). Chandler Police Department's command staff has partnered with Arizona State University's Project Humanities and attended Privilege and Bias training conducted by Dr. Neal Lester.

The Department continually reviews, recommends, and approves other training opportunities that focus on cultural diversity. Additionally, the Department has a standing practice of outreach, partnership and collaboration with minority groups and organizations such as Si Se Puede, Improving Chandler Area Neighborhoods (ICAN), National Association for the Advancement of Colored People (NAACP) and the Arizona Police Muslim Advisory Board. Regular meetings are held with these groups and others to continue building relationships and maintaining trust.

5.9.2 Action Item: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

The Department trains officers in the fair and equal application of policies for interacting with all populations to include the LGBTQ, Muslim, Arab and South Asian communities. We have further conducted community outreach with refugee populations, vulnerable adults, at risk groups and those with special needs. We discuss annually the application of ethics, bias free policing and the ability to garner trust among the community. We also maintain community relationships with organizations representing a variety of interest groups.

5.10 RECOMMENDATION: POSTs should require both basic recruit and in-service training on policing in a democratic society.

This is an AZPOST Action Item.

5.11 RECOMMENDATION: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

This Department encourages higher education and requires 60 credit hours to promote to sergeant and a college degree for lieutenant and above. The City of Chandler provides tuition reimbursement for all city employees. The U.S. Department of Veterans Affairs has approved the use of GI Bill benefits for police recruits in training.

5.11.1 Action Item: The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

This is a Federal Government Action Item.

5.12 RECOMMENDATION: The Federal Government should support research into the development of technology that enhances scenario based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

This is a Federal Government Action Item.

5.13 RECOMMENDATION: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

This is a U.S. Department of Justice Action Item.

5.13.1 Action Item: The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

This is a U.S. Department of Justice Action Item.

5.13.2 Action Item: The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.

This is a U.S. Department of Justice Action Item.

PILLAR SIX: Officer Wellness & Safety

The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety. The City of Chandler and the Chandler Police Department recognize the mental, physical and emotional impact a police officer faces over the course of one's career.

6.1 RECOMMENDATION: The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

This is a U.S. Department of Justice Action Item.

6.1.1 Action Item: Congress should establish and fund a national "Blue Alert" warning system.

This is a Congressional Action Item.

6.1.2 Action Item: The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

This is a U.S. Department of Justice and U.S. Department of Health and Human Services Action Item.

6.1.2 Action Item: The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

This is a U. S. Department of Justice and U.S. Department of Health and Human Services Action Item.

6.1.3 Action Item: The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.

This is a Federal Government Action Item.

6.1.4 Action Item: Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

The City of Chandler and the Police Department use Fitness for Duty Examinations when there is a qualifying event. The City of Chandler's Local Pension Board reviews all disability applications. The City of Chandler also has a significant Worker's Compensation Program to include compensation for pain and suffering. The City, in conjunction with the Worker's Compensation Program, uses IME's (Independent Medical Examinations) for both return-to-work and disability decisions.

6.1.5 Action Item: Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti- ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty- related mental illness, including but not limited to post-traumatic stress disorder (PTSD).

Officer survival benefits are provided regardless of if the officer wore a ballistic vest and whether or not the officer was wearing a seatbelt (commuter insurance excluded). PTSD suicide benefits are currently the subject of debate and there are several test cases on this matter.

6.2 RECOMMENDATION: Law enforcement agencies should promote safety and wellness at every level of the organization.

The City of Chandler and the Police Department promote safety and wellness at every level of the organization. The City has a designated Safety Officer and works with all employees. The City has a Wellness Committee and continually promotes wellness activities and initiatives. The Department promotes wellness initiatives and provides a means for assistance with individual attention. There are in-house training opportunities that relate to safety and wellness, both mandated and elective. The employee evaluation process discusses safety practices and liability as part of the evaluation process under Work Habits. The Department participates in the Below 100 Program.

6.2.1 Action Item: Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.

The Chandler Police Department has assumed responsibility for a variety of programs that deal with officer safety and wellness.

6.3 RECOMMENDATION: The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

This is a U.S. Department of Justice Action Item.

6.3.1 Action Item: The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48 hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).

This is a U. S Department of Justice Action Item.

6.4 RECOMMENDATION: Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

The Chandler Police Department provides ballistic vests and tactical first aid kits and training to all sworn officers.

6.4.1 Action Item: Congress should authorize funding for the distribution of law enforcement individual tactical first-aid kits.

This is a Congressional Action Item.

6.4.2 Action Item: Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

This is a Congressional Action Item.

6.5 RECOMMENDATION: The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

This is a U.S. Department of Justice Action Item.

6.6 RECOMMENDATION: Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

The Chandler Police Department requires officers to wear seat belts as does the City of Chandler. In 2014, the Department adopted and promoted the “Below 100” campaign to encourage all sworn officers to wear their seat belts, ballistic vests, and traffic vests. The Department also promoted and marketed the “Get This, Not This” campaign in 2015. Ballistic vests are provided and encouraged to be worn. The Department requires officers to wear body armor in an enforcement capacity or while engaged in field activities.

6.7 RECOMMENDATION: Congress should develop and enact peer review error management legislation.

This is a Congressional Action Item.

6.8 RECOMMENDATION: The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

This is a U.S. Department of Transportation Action Item.

To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior and on their ability to secure and maintain public respect.

-Sir Robert Peel, 1829

This remark from Peel's Principles underpins the mission of the Chandler Police Department: to provide a safe community where people can live, work and thrive.

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