



# **MESA POLICE DEPARTMENT**

*in the 21<sup>st</sup> Century*



*A Reponse to  
the President's  
Task Force Report*

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# Chief's Message



In December 2014, the President of the United States initiated a Task Force on 21st Century Policing. The Task Force was charged with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. The Task Force concluded their report with recommendations and action items organized around six major topic areas; Building Trust & Legitimacy, Policy & Oversight, Technology & Social Media, Community Policing & Crime Reduction, Training & Education, and Officer Wellness & Safety. In response to this report, I established a working group to analyze and identify the degree of effectiveness between The Mesa Police Department's current practices and the report's recommendations.

I am proud to present the results of this study and to provide our community with the unique opportunity to examine how we operate within the Mesa Police Department. The 21st Century Policing Report represents the best police practices from across the country. It is my responsibility to provide our officers with the necessary tools and information to increase their efficiency and effectiveness at reducing crime and building trust to ensure best practices are followed. Many of the report's recommendations are already standard practice for us, demonstrating our commitment to the highest standards of professionalism.

I would like to thank the community members interviewed for this project, the executive staff and the project team for their hard work and dedication to this project. I am grateful to the men and women of the Mesa Police Department for their focus to our mission of partnering with our community to prevent and reduce crime and to ensure procedural justice by building trust, showing respect, and preserving human rights.

A handwritten signature in black ink, appearing to read 'John Meza'.

Chief John Meza



# ***Acknowledgments***

We are grateful to the following community members for their candor and willingness to spend several minutes and in some cases hours providing vital suggestions and thoughts about the Mesa Police Department: Phillip A. Austin, Sally Harrison, John Hogeboom, Rev. Dr. Helen Hunter, Emma Jackson, Vice Mayor Dennis Kavanaugh, Rev. Ozetta Kirby, Leonard P. Mathews, Cliff Moon, Pastor Mark W. Rice, Dr. Frank Scarpati, Deanna Villanueva-Saucedo and Ginger Woo.

Finally, special thanks to the men and women of the Mesa Police Department for the incredible work you do in our Mesa community each day!



# **Project Team**

**Chief John Meza**

Project Sponsor/Sub-Team Lead

**Assistant Chief Michael Soelberg**

Sub-Team Leader

**Assistant Chief Tony Filler**

Sub-Team Leader

**Assistant Chief Michael J. Dvorak**

Sub-Team Leader

**Assistant Chief Anthony Lythgoe**

Sub-Team Leader

**Nancy Sorensen**

Sub-Team Leader

**Bea Brouillard**

Team Member

**Sergeant Diana Williams**

Team Member

**Detective Jeff Jacobs**

Team Member

**Detective Troy Thompson**

Team Member

**Detective Conrad Cascio**

Team Member

**Detective Ricardo Perine**

Team Member

**Chioma Nwabeke**

Project Manager



# Community Engagement & Employee Services Bureau



The Community Engagement and Employee Services Bureau's goal is to continue building relationships with our community as well as continuing to improve the mental and physical well-being of our employees.

This Bureau consists of the Human Resources Division which oversees the hiring and training of all sworn and civilian employees as well as volunteers; the Professional Services Division oversees the Employee Services Section, Policy and Planning Section, CompStat Unit, Inspections Unit, Teleserve Unit, Evidence Section, Labor Relations, Peer Support, and the Department's Chaplain Program.

The Community Engagement Division oversees our twelve Community Forums, Community Engagement, Employee Special Events, School Resource Officers and our Youth Development Unit, which develop our community's youth through the Explorer Program, Making Every Student Accountable (M.E.S.A.) Program, Aspire Academy, and Youth Leadership Academy.

Over the past year, The President's Task Force on 21st Century Policing has had a significant impact on the Community Engagement and Employee Services Bureau. Our Department was already following a majority of these recommendations prior to the release of the report. Since the release of the report, we have reviewed our day to day operations to look for ways to enhance our programs for the benefit of our community. The Bureau is heavily involved with the action items and recommendations of the Task Force. The report will continue to provide us with a foundation for our community engagement programs.

A handwritten signature in black ink that reads "M. Soelberg". The signature is fluid and cursive.

Assistant Chief Michael Soelberg



# Patrol Operations Bureau



The Mesa Police Department Patrol Operations Bureau is inclusive of the City's four patrol divisions and (550) personnel deployed as uniformed officers, detectives, street crimes units and support staff. Each of the four patrol divisions are led by a division commander who report directly to the bureau chief.

Uniformed officers respond to calls for service and patrol the City of Mesa, which is approximately 133 square miles, with a population of nearly 500,000 residents. Police officers render aid to those in need of assistance while proactively deploying crime prevention strategies and roadway safety techniques to improve the quality of life in Mesa. Our service delivery emphasizes an urgent and proactive response to public order issues with a sustainable commitment to community interaction through business checks, foot patrols, a no-call status element and two-officer patrol units. Officers are committed to

community engagement through various community programs, events, meetings and forums so our residents understand they are valued and respected.

I am a long-time advocate of intelligence-led policing utilizing proactive, target specific strategies, combined with ownership and accountability to reduce crime levels and elevate citizen safety on our roadways. Bureau personnel are tasked with building trust and relationships by engaging Mesa residents on each police interaction, providing exceptional customer service and demonstrating a solution-driven commitment as our public safety model. Equally important is that our division members are properly trained, equipped, and empowered to provide the best possible service to our community without compromising officer safety and wellness.

The Operations Bureau deployment model and the philosophy of the Mesa Police Department was largely validated by the findings in the 21st Century policing recommendations. For more than a decade, the Mesa Police Department has emphasized trust and legitimacy as demonstrated by our community forums and holistic approach to public safety. Our commitment to best practices and process improvement through policy development, recognition as a leader in employing new technology, and an elevated commitment to social media from prior years also affirms critical findings are already employed within our Department. Crime reduction strategies and community partner results further validate our commitment to panel findings. The Mesa Police Department has long been committed to advanced training above standard requirements and higher education has long been subsidized by our Department. Our emphasis on officer wellness and safety is clear due to specific collaborations and program commitments over the past two years. The Mesa Police Department will continue to pursue critical analysis and process improvement to improve our operations and best align with progressive industry recommendations.

A handwritten signature in black ink, appearing to read 'Tony Filler'.

Assistant Chief Tony Filler



# Investigations Bureau



The purpose of the Investigations Bureau is to provide operational support to uniform patrol operations. This operational support includes sworn personnel with advanced experience, training and specialized skills to assist with complex criminal investigations; criminal intelligence; tactical operations, violent offenders; death investigations and direct assistance with patrol operations to include Aviation; PMGA Airport Operations; K-9 and Traffic Support. The investigations Bureau also has civilian professional staff to provide high level support in areas such as the operation of the Holding Facility; Missing Person Investigations; Victim Assistance; Municipal Security; Photo Safety and Towing Programs.

The 21st Century Policing Report impacts the Bureau in all segments. Although the Investigations Bureau has certain programs already in place that reflects the 21st Century Policing philosophies, we continue to set a high standard for the Bureau to be mindful of utilizing best practices resulting in better community relations and employee wellness. Recently, the Mesa Family Advocacy Center (MFAC) developed and created a Human Exploitation and Trafficking Unit (HEaT) to improve efforts to protect and rescue victims of sex trafficking related crimes. Also, in response to the current climate regarding mental illness the Investigations Bureau has taken on the task of developing a Crisis Response Team (CRT), which meets the mission of 21st Century Policing. CRT Officers will be trained and equipped to handle and diffuse mental health crisis situations, and partner with various professionals such as social workers and crisis counselors for a more thorough and customized resolution to an individual case.

My goal for the Bureau is to advance our interactive communication within our department as well as enhance on-going partnerships with our community, local law enforcement agencies as well as involvement with state and federal task forces as a means to force multiply our impact on crime. Additionally, the Investigations Bureau has the ongoing goal of transparent communication with our community through use of technology, social media and personal interaction.

*Michael J. Dvorak*

Assistant Chief Michael J. Dvorak



# **Administrative Services Bureau**



The Administrative Services Bureau is comprised of over 200 personnel. The men and women working in the Administrative Services Bureau provide essential investigative and support services to the Mesa Police Department and are vital to the operation of a modern law enforcement agency. The Administrative Services Bureau includes the Public Safety Communications Section responsible for receiving and dispatching calls for service, the Fiscal Management Section responsible for managing Police Department purchases and financial obligations, Forensics Services Section responsible for state of the art scientific examinations in support of investigations, a 24-hour Records Section, and an innovative Police Information Technology Section that provides the latest technology to all members of the Mesa Police Department.

It is our goal in the Administrative Services Bureau to provide the best possible administrative and investigative support to the Mesa Police Department and by extension, the community of Mesa. We do this to ensure the timely and safe response to emergency calls, the thorough investigation of crime, the accurate chronicling and dissemination of police records, and the necessary fiscal accountability to the citizens of Mesa.

The President's Task Force on 21st Century Policing is relevant to several functions of the Administrative Services Bureau. The ability to track our various records and reports and maintain our fiduciary responsibility to the citizens of Mesa is critical to Building Trust and Legitimacy as stated in Pillar 1. Staying on the leading edge of technology and being responsible for the appropriate and responsible dissemination and security of this information is a significant component of our bureau's purpose and very much in congruence with Pillar 3, Technology and Social Media.

A handwritten signature in black ink, appearing to read 'Anthony J. Lythgoe'.

Assistant Chief Anthony J. Lythgoe



# Legal Services Division



The Legal Services Division provides administrative support to the Chief of Police, executive staff, and department personnel and is responsible for the efficient and effective operation of the Legal Unit and Internal Affairs.

The Legal Unit is responsible for providing legal counsel and advice to the Chief of Police, executive staff, and other department units in administrative and criminal investigations as well as assist in the defense of lawsuits and claims against the City.

The Police Department generates a number of complicated legal issues arising from police operations. Police managers and officers routinely deal with civil and criminal issues during the course of their duties, and they often encounter complicated situations that require legal counsel and advice.

Internal Affairs is responsible for conducting thorough, timely, and impartial investigations into allegations of misconduct by MPD employees whether they are on duty or off duty. Internal Affairs is also responsible for identification of police employees who may have personnel issues subject to disclosure under *Brady v. Maryland*.

The President's Task Force on 21st Century Policing is relevant to several functions performed by the Legal Services Division. Building trust and transparency are key components of the Legal Services Division as stated in Pillar One. Providing oversight is a significant component as stated in Pillar Two. The Legal Services Division will continue to strive to meet the goals of the President's Task Force on 21st Century Policing as we move forward in our law enforcement mission.

A handwritten signature in black ink, appearing to read 'Nancy Sorensen', with a horizontal line extending to the right.

Nancy Sorensen, Staff Attorney



# **Introduction**

This report evaluates Mesa Police Department's standards for best practices using all the recommendations and action items in the Final Report of the President's Task Force on 21st Century Policing. The goal of this report is to determine compliance of all our policies which includes City of Mesa Management policies, Personnel rules, the Department's policies, lesson plans and training/legal bulletins with the Task Force Report.

The project's approach for this report involved an internal and external evaluation of the Department. Internally, each recommendation and action item was assessed to determine if we had a corresponding policy or existing practice. Each Chief formed a sub-team to research and address assigned recommendations and action items. Externally, diverse community members were interviewed concerning their perception of the Department; the interview questions were based on excerpts from each pillar derived from the President's Task Force on 21st Century Policing. Collectively all the information gathered was compiled into this report.

Instead of chapters, this report is arranged from Pillar One through Pillar Six to align with the Task Force report. Subsets of each pillar indicate the Final Report of the President's Task Force on 21st Century Policing's recommendation or action item and Mesa Police Department's findings under each item. While each item provides examples, they are not all inclusive. Our Department has numerous projects and programs that addresses the recommendations and action items. In order to keep this report brief and concise not all examples are listed. Also, there are quotes by community members where relevant to either the recommendation or action item being discussed.

Additionally, this report's appendixes include a list of and brief description of community members interviewed for this report, a list of the Department's community forums with contact information, Chief John Meza's Crisis Response Team internal email to Department members and all the sub-team participants who researched and made contributions to this report.

# ***Pillar One***

Building Trust and  
Legitimacy



## **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.

### **Mesa Police Department:**

We have instituted a guardian mindset throughout our academy training. We have developed a well-balanced academy which emphasizes accountability, compassion and professionalism. There is a time and place for the warrior mindset, but our officers must consider de-escalation tactics which may prove even more beneficial than resorting to use of force. We have moved away from a "boot camp" style approach, yet we strongly emphasize accountability. Our focus is on improving our officers' communication skills as well as their proficiency skills. We have increased de-escalation training, crisis intervention training and firearms training. The recruits receive eight hours of instruction on "Cultural Competency and Communication for Law Enforcement Officers". This course covers cultural awareness, bias crimes and ethics training. In addition to training received, all PD employees receive, review and acknowledge policies dealing with: Ethics, Code of Conduct, Mission and Vision Statements and Use of Force – in addition to these policies our employees are responsible for demonstrating knowledge of hundreds of additional policies relating to their interaction with the citizens they serve.

## **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.

### **Mesa Police Department:**

Our Community Engagement and Diversity Team teaches academy and in-service training classes which focus on the relationships between law enforcement and the community. The lesson plans include discussions about stereotypes, discrimination, implicit biases, hate crimes and bias crimes. Numerous current and historical examples are provided, including historical perspectives between law enforcement and the community.

### **1.2.1 Action Item:**

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

#### **Mesa Police Department:**

Although this is an action item for the U.S Department of Justice, the Mesa Police Department's Community Engagement and Diversity Team teaches all police officer recruits about stereotypes, discrimination, and implicit biases. The lesson plan includes historical perspectives between law enforcement and the community. Numerous examples are provided, such as the Civil Rights movement, Vietnam War protests, Rodney King, Miami riots, 2014 incidents (Ferguson, New York, Cleveland, and North Charleston).

### **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.

#### **Mesa Police Department:**

It is the policy of the Mesa Police Department to work with the public in a transparent manner through regular interaction, and information sharing, while respecting areas where the law requires confidentiality. Transparency is critical to our goal of developing community trust in our Police Department. During each of our contacts with the public we strive to treat people with dignity and respect, give individuals a "voice" during law enforcement encounters, remain neutral and transparent in our decision making, and convey trustworthy motives. Through these principles we hope to keep the public's trust and continue to have a positive relationship.

### **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.

#### **Mesa Police Department:**

There is an open data project ongoing with the City of Mesa; information can be viewed at [www.open.mesaaz.gov/home](http://www.open.mesaaz.gov/home). The Department will be contributing data that includes report history for the last three years and will include the call type, date, time and location sanitized to the 100 block. There will be discussion on the exclusion of sex crimes to protect victim identity. There is also currently an online website called Crime Reports, which includes some of this information, along with a case summary.

We believe it is important to educate our citizens regarding our policies and procedures, we have involved our citizens in critical policy reviews and value their input. Our policies are not posted online however; they are available to the public via public records requests.

We acknowledge the need for additional information to be provided online to the public. We will continue our efforts to increase transparency by evaluating our available information and making this information public through our open data project.



### **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.

#### **Mesa Police Department:**

We are committed to being transparent with the media and community without compromising investigations, through the use of social media, press releases, press conferences and media alerts.

*“The Police Department has excelled in this area, with Crime reports on mobile devices and the ease of citizens to file complaints. There has been improvement on how the Department alerts City council members on incidents as they occur. On Facebook the Department has also recently increased its presence, allowing me to share the information with constituents.”*

- Vice Mayor Kavanaugh

### **1.4 Recommendation:**

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

#### **Mesa Police Department:**

Our employees are provided numerous opportunities to provide input into our policies and procedures. We routinely utilize committees, work groups and the labor organizations to help review and draft our policies and procedures. All employees are empowered to recommend revisions and help implement these revisions into our policies and procedures. We promote internal legitimacy

throughout our discipline process. Department members are notified of the allegations in a timely manner, they are allowed to have a labor representative or legal representative during the investigative process. Our members are afforded due process throughout the adjudication process. There is an established rebuttal and appeals process and timelines are established so members know what to expect during the process.

### **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.

#### **Mesa Police Department:**

Our current policy and practice allows and encourages any department member to request, write, and submit revisions to or draft new policy, manual or form. Once the new policy or change to policy is in draft, approvals are required through the chain of command.

### **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 the process.

#### **Mesa Police Department:**

Our Department has a policy that incorporates Procedural Justice into the Disciplinary Process. Review Boards (Accident, Use of Force, etc.) are comprised of all levels of the Chain of Command, from Officer to Commander, and are utilized to review and recommend, corrective action, values and skills training and or whether an incident should be submitted to the employee's chain of command or Internal Affairs for formal investigation. Furthermore, the City of Mesa has a process in its Management Policy and Personnel Rules, whereby due process is given, through the use of non-disciplinary corrective action, as outlined in the City Personnel Rules. Our members are provided the opportunity to be represented by their labor representative or legal representative throughout the investigative process.



## **1.5 Recommendation:**

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

### **Mesa Police Department:**

We have extensive involvement within the community. Our community engagement is emphasized from the Chief of Police down to our line level officers. Each of our members are expected to engage the community in a positive and respectful manner. There are numerous opportunities for Police Department employees to interact with the community, such as, our twelve different community forums which meet regularly; neighborhood community meetings; patrol division community meetings; Mesa Citizen Police Academy; Mesa Citizen Police Academy Alumni Association; Senior (Citizen) Police Academy; Coffee with a Cop; Explorer Post; Making Every Student Accountable (MESA) Program - an at risk youth program within one of our junior high schools; Mesa Association of Hispanic Citizens (MAHC); Arizona Muslim Police Advisory Board.

*“Civic engagement will be different from one community to another. The Department in my experience does not ignore communities suspicious of police, rather I see outreach programs where officers work with Latino students in these communities.”*

- Ms. Woo, Mesa Public Schools

### **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.

### **Mesa Police Department:**

The Mesa Police Department does not have a direct process which allows citizens to evaluate or develop policies and procedures. However, the Department is actively engaged with the community and solicits feedback and recommendations regarding policies and procedures. Community forums have been utilized to assist in reviewing critical policies, recent examples include policy revisions pertaining to immigration policy and massage parlors. Through our Use of Force Review Board, the community provides critical oversight and review of our serious injury and deadly use of force incidents.

*“The Current leadership gets kudos for involving the community in reviewing several policies. Although we have had some state legislation that did not help the undocumented community, the Mesa Police Department has managed to maintain its relationship with the community.”*

- Deanna Villanueva-Saucedo, Maricopa Community Colleges

### **1.5.2 Action Item:**

Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

## Mesa Police Department:

Mesa Police Department officers are encouraged to live within the community they serve, but there are currently no residency requirements. The City of Mesa currently has a limited number of housing assistance opportunities that are available to all citizens, including eligible police officers.

### 1.5.3 Action Item:

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

## Mesa Police Department:

The Explorer Program allows positive interactions between youth and the police through weekly meetings, training and events. A quarterly newsletter is publicized.

We also have fourteen School Resource Officers (SROs) assigned to eighteen junior high and high schools. Throughout the school year the SROs teach 180 hours of Law Enforcement Related Education classes in addition to providing security and enforcement action on the school campuses.

The Making Every Student Accountable (M.E.S.A) Program is an afterschool program involving police officers and at risk junior high school students. The Program is held on the school campus. Police and students interact while doing physical activities, teaching, tutoring, mentoring, team building and other various activities. The student's parents also attend a class one night a week in which the parents learn valuable parenting skills as well as building relationships with the police officers. After nine weeks, the students graduate at the completion of the program. Police staff, the public, sponsors and families attend. Each student is provided a video to remember their experience. The Youth Development Unit attends various school functions speaking and interacting with students.

We utilize social media to engage our community and to provide information on recent events as well as providing emergency notifications on active events. Through our social media accounts we provide the community with positive stories detailing the numerous interactions that occur on a daily basis with our Department members and the community.



### City of Mesa Police Department

May 9 at 10:53am · 🌐

On May 5, 2016, the Mesa Police Department and management of the Wal-Mart store at 1710 South Greenfield Road collaborated to donate a bicycle to one of Mesa's youth and her family. Officer Trafan oversees the M.E.S.A. (Making Every Student Accountable) Program. This program is an early intervention strategy for at-risk, inner city youth facilitated by the police department in partnership with Mesa Public Schools, along with several community organizations and businesses. The young lady pictured participates in the M.E.S.A. Program and relies upon her bicycle to get her to and from school. Recently, her bicycle was stolen and her mother's vehicle was significantly damaged due to a motor vehicle collision. Based on this, Officer Trafan reached out to Wal-Mart, who not only donated the bicycle, but also a helmet and new bicycle lock to prevent this unfortunate incident from happening again. This event showed how valuable partnerships between the department on the community can be!

👍 Like    💬 Comment    ➦ Share



### **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.

#### **Mesa Police Department:**

Operationally, our policies and proficiency training provide specific guidelines for appropriate and acceptable levels of force including officer safety protocols, reporting guidelines and treatment of any injury or complaint of injury. Officers consider the totality of the circumstances in evaluating whether force is reasonable and necessary. Factors considered are defined in our policies including age, size, relative strength, skill level, injuries sustained, exhaustion or levels of fatigue, number of officers versus subjects, mental capacity of subjects, impairment factors etc. Further direction is provided for specific less lethal considerations including visibly pregnant, elderly, very young, frail or visibly disabled, known respiratory conditions etc.

### **1.6 Recommendation:**

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

#### **Mesa Police Department:**

Best practices are always considered when developing crime fighting strategies for our Mesa communities. Prior to implementing a new project based enforcement project we will meet with the community to evaluate areas of concern and seek their input to evaluate the best approach. Our goal is to create a long term solution to the problem and this requires the community's assistance to accomplish. Historically, crime analysis and systemic crime problems in a specific region are the precursors to operational plans or projects to elevate the quality of life in that community. It has been our experience that our operational projects have enhanced community trust due to the holistic approach utilized for implementation.



### **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.

### **Mesa Police Department:**

Our Department strives to work with the community in our crime fighting strategies in order to minimize the negative impact to the community. We utilize CompStat to pro-actively reduce crime and develop plans for crime trends. We utilize this crime data to keep our community informed about crime trends as well as educate the community about our efforts to keep their community safe. Our Media Relations Office endeavors to maintain transparency with the Mesa community by sharing as much information as we can without impeding operations.

The Department also ensures openness at various community forums in addressing questions and concerns. In addition to the twelve community forums, each patrol division has community advisory groups, which focus on smaller areas of concern within each patrol division. These constant interactions improve the trust and transparency within the community and the police department.

*“Commander Williams continuously asks the African American forum, what’s going on in our community and allows everyone to speak freely.”*

- Rev. Ozetta Kirby, Holy Trinity Community AME Church

### **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.

## Mesa Police Department:

Our Department values the opinion and input from the community, we are in the process of developing a community satisfaction survey to evaluate the relationship between the community and the Police 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.

## Mesa Police Department:

We support the Federal Government developing survey tools for our use. However, we are developing a community survey which will be sent out to the citizens of Mesa within the next few months. Subsequently, surveys will be sent out to the community on an annual basis.

### **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.

## Mesa Police Department:

The Mesa Police Department implemented the Community Engagement Hiring Initiative to reach out and attract applicants representative of the diverse community we serve. As a direct result of our efforts, we have seen an increase in our minority hiring percentage over the past years, from 30% for the Mesa Police Department (MPD) Academy Class 35 (January 2014), to 35% for MPD Class 36 (July 2014), 47% for MPD Class 37 (January 2015) and 44% for MPD Class 38 (January 2016) and 45% for MPD Class 39 (July 2016).

*“The Mesa Police Department has come a long way in reaching out to minorities.”*

- Helen Hunter, NAACP

### **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.

## Mesa Police Department:

While this is a recommendation for the Federal Government, our Department recognizes the importance of diversity within our workforce. Since the implementation of the Community Engagement Hiring Initiative, for the past five Academy classes the Mesa Police Department has not only matched but exceeded the diversity demographics within the City of Mesa and the State of Arizona. Since 2014, the Mesa Police Department's minority hiring demographics have increased by 48%. We will continue to work toward ensuring our Department represents the diversity of our community.



### **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.

#### **Mesa Police Department:**

While this is an action item for the Federal Government, the goal of the Mesa Police Department is to reach as many diverse groups as possible to engage the community and build relationships; this is achieved through the Department's Community Engagement Hiring Initiative where we collaborate with several community partners. We also advertise on various websites that represent our diverse community.

The Community Engagement and Diversity Team provides diversity training for all new employees and in-service training for existing employees.

### **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.

#### **Mesa Police Department:**

While this is an action item for the Federal Government, our Department continuously works with other law enforcement agencies and organizations to evaluate best practices in order to provide up-to-date training on diversity issues.

### **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.

#### **Mesa Police Department:**

Our Department continuously seeks grant funding to help us diversify our Department.

### **1.8.5 Action Item:**

Law enforcement agencies should be encouraged to explore more flexible staffing models.

#### **Mesa Police Department:**

With budget reductions over the past seven years, we have reduced sworn staffing levels by 121 officers. This reduction has limited the ability to provide varying staffing models. An emphasis has been placed on full-time officers in order to maximize the workload of each individual. We have looked into utilizing various shift schedules, such as 12 and 13 hour shifts. Staffing and legal restrictions have prohibited any changes to the current staffing model. We continuously evaluate our positions to determine if they could be civilianized or if alternate schedules can be utilized to improve efficiency.

### **1.9 Recommendation:**

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

#### **Mesa Police Department:**

We have policies and procedures in place dictating the Department's role when contacting immigrant community members. Our mission is the preservation of life and property through procedural justice regardless of immigration status. Also, the Department has the discretion to enable immigrants some protections who become a victim, witness or immediate relative related to a specific crime through the U-Visa process.

Our Department strives to build trust within the immigrant communities. We meet monthly with Mexican Consulate and participate in crime prevention and education efforts with the Hispanic community. We recently began participating in monthly open forum discussions with a Hispanic victim's rights group, which are primarily immigrants who do not speak English as their primary language. We meet monthly with the Mesa Association of Hispanic Citizens (MAHC) and support the East Valley Hispanic Chamber of Commerce (EVHCC). Our Department has assisted Mesa Public Schools with youth mentorship programs as well as participating in immigrant parent support groups.

#### **1.9.1 Action Item:**

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

#### **Mesa Police Department:**

We have a policy related to Immigration and Customs Enforcement (ICE) protocols. The focus of this policy is to ensure the well-being of all persons regardless of their immigration status. The policy prohibits biased-based profiling and conducting traffic stops or detentions simply for status identification purposes. Officers will not make immigration status inquiries during consensual contacts with members of the public. We recognize that community trust and cooperation is an essential component of effective policing and public safety. Therefore, victims and witnesses of crime should not be the focus of immigration inquiries and should be encouraged to cooperate in the

reporting and investigation of crime. We recognize our role in the community is to fight crime and the fear of crime by implementing strategies and utilizing all available tools to do so. Our commitment to this mission extends to all persons that engage in criminal activity within our community irrespective of their immigration status. Our immigration policy is evidence of our intent to cooperate with ICE and others, to the extent permitted by law, on any criminal activity that threatens the safety and well-being of our community.



### **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.

#### **Mesa Police Department:**

We work to mitigate the language barriers with our community and protect their rights through numerous means including recruiting employees with multiple language skills, utilizing private companies' translation services (Language Line and Arizona Relay for the Deaf) for urgent situations and criminal incidents. Majority of the written literature provided to the public is in English and Spanish which is the second most spoken language in our community.

An employee incentive program provides additional training and a certified level of proficient Spanish speakers to the community. Also, 911 operators have access to certified interpreters as well as language line assistance. We also have an electronic resource that allows a person to use a mobile device for hearing impaired persons who desire to report activity to the Department.

### **1.9.3 Action Item:**

The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.

#### **Mesa Police Department:**

Not applicable to our Police Department.



# ***Pillar Two***

Policy and  
Oversight



## 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.

### Mesa Police Department:

We utilize 12 Community Forums to provide outreach to our community. These forums meet regularly and provide input to Command Staff pertaining to relevant issues in their communities, they also provide feedback on police services. An assigned Department member chairs each of the forums and can utilize the members to review key policies and provide insight for improvements.

*“I think it is a good thing that there are a lot of police officers in areas that need policing. I am glad for it and it makes me feel safe”*

- Leonard Mathews, Holy Trinity Community AME Church

### 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.

### Mesa Police Department:

Our Department has programs geared towards improving community relationships, engagement and cooperation. Programs such as Community Forums where community members make valuable contributions; the Making Every Student Accountable (M.E.S.A.) Program where at risk youth are brought into a program to help with academics and social skills; and our Crisis Response Team is available for community members with mental health issues. We also participate in neighborhood meetings, Block Watch meetings, our Crime Prevention Officers assist with crime reduction through programs such as Crime Prevention Through Environmental Design (CPTED).

*“Crime Prevention Officer, Lindy Marino recently evaluated the church for safety and pointed out areas of improvement. She later sent us a detailed report on her findings with recommendations. We really appreciate this service as it is free for the community and it shows us where to begin with making changes. We have since circulated the report to leaders in the church.”*

- Rev. Ozetta Kirby, Holy Trinity Community AME Church

In April of 2016 Chief Meza created a Mental Health Advisory Board to establish relationships between the Department, the mental health community, and Mesa citizens for the purpose of providing effective avenues of communication to address mental health issues affecting public safety. The Mental Health Advisory Board will meet on a bi-monthly basis.



## **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.

### **Mesa Police Department:**

Our Department has comprehensive use of force policies which are reviewed annually. We utilize incident tracking software called IA Pro, to track all of our use of force incidents and conduct monthly audits to look for trends or areas of concern. Each year our members receive training on our use of force policy as well as recertifying in firearms and less lethal options. Our use of force policies are available for public inspection upon request.

#### **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.

## Mesa Police Department:

Our Department's philosophy on use of force can be summarized by stating force will be used with restraint and in proportion to resistance offered. Our Department policy on use of force outlines factors to consider, and in part include, conduct of the individual being confronted and whether the conduct no longer reasonably appears to pose an imminent threat. These policies shape the philosophy guiding all use of force training received by our officers. In addition, unless required to physically arrest by statute, our officers are encouraged in policy and by supervisors to utilize non-physical arrests, such as issuing a citation or completing a long form complaint (submitting charges to a prosecutor for consideration of formal filing). All use of force incidents are reported and submitted to our Department's Training Section for tabulation and evaluation to determine whether immediate remedial training of an officer is necessary and for analysis to determine future Department wide use of force training needs.

In March 2016, our Department expanded our use of force training to emphasize the importance of de-escalation in use of force encounters. Our goal is to reduce the chances of needing to use force, but when force is necessary, ensuring the appropriate amount of force is used to handle the situation. We stress the safety of our officers, but also of the members of our community. Our training emphasizes proper planning and situational awareness. The De-Escalation Training combined with our Crisis Intervention Training has expanded on our ability to evaluate each scenario and consider critical factors when deciding if and when to approach a potentially violent situation. De-Escalation training simply encourages officers to consider their options based on the situation they have encountered and to make reasonable and just decisions based on this situation.

### **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.

## Mesa Police Department:

Our Department utilizes both external and internal investigators for investigations involving use of force resulting in death or in custody death. Our Homicide Unit responds to and investigates all Officer Involved Shooting (OIS) cases by Department members or in custody deaths. If these incidents occur outside of our jurisdiction, the Homicide Unit conducts a concurrent investigation along with the responsible police agency's investigation. We comply with the shooting response protocol defined by the Maricopa County Attorney's Office (MCAO) for OIS cases. After receiving notification of an OIS, the Homicide Sergeant contacts the MCAO Liaison who responds to the scene to observe the investigation. MCAO conducts an independent criminal review of the incident and is provided unrestricted access to the incident briefing, officer interviews, and any other evidence collected. Upon conclusion of the investigation, the final report is forwarded to the MCAO Liaison for review and determination by the MCAO OIS Committee to determine whether or not our member acted consistent with applicable State and/or Federal laws.

### **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.

#### **Mesa Police Department:**

We comply with the shooting response protocol defined by the Maricopa County Attorney's Office (MCAO) for OIS cases. MCAO is provided unrestricted access to the incident briefing, officer interviews, and any other evidence collected. Upon conclusion of the investigation, the final report is forwarded to the MCAO Liaison for review and determination by the MCAO OIS Committee to determine whether or not our member acted consistent with applicable State and/or Federal laws.

### **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.

#### **Mesa Police Department:**

Our Homicide Unit currently collects and maintains data on all officer involved shootings and in custody deaths. We require supervisors collect and report information related to uses of force by our officers, whether fatal or non-fatal. Department policy requires police officers complete an incident report, detailing uses of force, as well as deaths involving police contact, whether the death occurred while in custody or otherwise. Supervisors then review and approve these reports in Records Management System (RMS) and submit them to our Records Management Unit (RMU). Our RMU then compiles these officer involved shooting reports, along with other crime related data in Records Management System (RMS), which in turn reports it to the Federal Government, by way of the Uniform Crime Reporting (UCR) database, managed by the Federal Bureau of Investigation (FBI). Our Department participates in the Major Cities Chiefs Association (MCCA) Officer Involved Shooting Data Collection project and supports efforts to improve the data collection for all 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.

### **Mesa Police Department:**

All our policies as well as the work product generated by the Department are subject to the Freedom of Information Act (FOIA) and public records laws. Our Records Section is tasked with releasing Department reports and other records. Release of these information is handled in accordance with state law and the Arizona Attorney General Office. There are three exceptions to denying access to records in use of force reports and these are; statutorily confidential or privileged information such as the Health Insurance Portability and Accountability Act (HIPAA); best interests of the State (seriously impair performance or investigation); and privacy concerns (i.e., certain victims, financial, and personal identifiers, etc.).

Currently, we are in compliance with Arizona Courts Ethical Rule to not prematurely release physical evidence to the media. This is prohibited by the Arizona Supreme Court. We work with the MCAO to ensure compliance with State statutes as it relates to release of records. It is our policy to be transparent in any investigation. The Homicide Lieutenant works with our Media Relations Officer (MRO) to determine information which can be released to the public and not impair the investigation.

## **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.

### **Mesa Police Department:**

Our Department has a Use of Force Review Board on all Officer Involved Shootings except those used to dispatch wounded animals; all use of force incidents resulting in serious injury or death; all in custody deaths; or any use of force incident directed by the Chief of Police. This board evaluates cases to determine compliance with policy, law, administrative procedures, supervisory responsibilities, tactical decision making and training. Since 2005, our Board has included members of the community.

*Vice Mayor Kavanaugh suggests the Department should consider more diversity in the Use of Force Review Board, review entrance requirements, and look at best practices in law enforcement for the board.*

## **2.3 Recommendation:**

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

## Mesa Police Department:

Our Peer Team conducts confidential non-punitive critical incident debriefs for all critical incidents as does our Tactical Team on all deployments and warrant services.

## 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.

## Mesa Police Department:

We have implemented a variety of processes and related policies to adopt identification procedures that implement scientifically supported practices, and that eliminate or minimize presenter bias or influence. For example, in accordance with the Maricopa County Attorney's Office, we instituted a "Blind" Photo Lineup process in 2015 to remove any knowledge and/or bias on the part of the presenter that may influence the eyewitness. The policy (INV 3.2) was developed with the recommendations from the National Institute of Justice to explore ways to improve the accuracy, reliability, and availability of information obtained from eyewitnesses.



## 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.

## Mesa Police Department:

This information is available through the City of Mesa's Human Resources Department, but we have not posted this information online. We are in the process of making our City and Department demographic data available online and plan to update this information at least quarterly.

*“The way to effectuate equal opportunity and avoid disparate impact is to institutionalize diversity in management positions”.*

- Phillip Austin, Mesa resident

### **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.

#### **Mesa Police Department:**

We agree with adding additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey.

### **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.

#### **Mesa Police Department:**

We collect data on searches, written warnings, citations and arrests. Stops and frisks are documented using Field Index Cards. We acknowledge we do not currently capture all of our data on stops that do not result in a written warning, citation or arrest. We will research different methods for collecting and distributing this data.

### **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.

#### **Mesa Police Department:**

Our Department has a history of collaborating with institutions of higher learning, as well as professional police organizations, such as PERF (Police Executive Research Forum) and Motorola Solutions to improve the management of data collection and establishing performance benchmarks.

We are currently working with Arizona State University on a research study designed to collect and analyze data that will be used to examine employee attitudes toward policing, fellow co-workers and the community at large. Participation in this type of university research provides benchmarks that Department management can use to improve processes and personnel.

Previously, in 2012, our Department collaborated with Arizona State University and the Department of Justice, to look at traditional approaches to crime analysis, and to create a predictive model, using Mesa Police Department crime data, which would then be analyzed in a specific "system" (i.e. roadways, intersection or structure) in an attempt to identify characteristics of each location that contributed to criminal activity, as well as approaches to reducing crime.

## 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.

### Mesa Police Department:

A mass demonstration is a fluid situation with the potential for quickly escalating into situations that jeopardize personal safety and property. Our Department's primary response to any demonstration is to utilize on duty patrol resources, to address small scale demonstrations. We have adopted the Mobile Field Force (MFF) concept for medium to large scale demonstrations. MFF is designed to be scalable, with the basic element consisting of seven officers and one sergeant. Scalability allows for appropriate planning and adjustment of squads and equipment appropriate for the incident being policed.

Our MFF policy outlines the basic equipment officers utilize during mass demonstrations. This equipment is protective in nature, consisting of body and face shields along with helmets, gas masks, and body armor. When force is necessary, less lethal force, consisting of a side handle baton and chemical agent (pepper spray-oleoresin capsicum) are the primary force options.

We are cognizant of the appearance of the militarization of law enforcement and take great care in responding to mass demonstrations. The MFF provides a rapid, organized and disciplined response, designed to restore civil order, by utilizing the least amount of force, equipment and personnel necessary. We recently conducted a Departmental inspection on the MFF equipment and policies and found several areas in need of improvement. Numerous recommendations were presented and approved, such as utilizing "soft uniforms" when appropriate, updating equipment, increasing training both within the Department as well as with surrounding law enforcement agencies.

### 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.

### Mesa Police Department:

Our Civil Disturbance policy discusses a multitude of scenarios, and provides for a layered approach to address peaceful demonstrations, and unruly gatherings, with de-escalation as the focus.

*"One of the times I was asked to pray at the Mesa City Council Meeting, a group was protesting the relocation of their mobile park with the media there. I saw the police fully dressed in what is presumably riot gear, but I was impressed with how the public was handled during the protest – Officers were not egging them on, rather they were respectful and I watched how disciplined these officers were, and there were several officers. Although the protesters got out of control in the Council Chamber, an officer addressed the gathering in the Chamber, calming the protesters. It was fascinating to see how the officer exercised his authority without escalating the situation ."*

- Pastor Mark Rice, Mesa Baptist Church

## 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.

### Mesa Police Department:

All policies and procedures for policing mass demonstrations employ a continuum of managed tactical resources designed to minimize the appearance of a military operation and avoid using tactics and equipment that undermine civilian trust.

These tactics are covered in our supplemental Field Force manual, augmented by basic field force training in the academy, and advanced field force training for team members.

Additionally, we have a mechanism for investigating complaints regarding inappropriate use of equipment and tactics during mass demonstrations. Use of force is covered by Department policy. If force is used inappropriately it would be investigated by the Internal Affairs Reporting system.

The Federal Government has a process to investigate complaints regarding inappropriate use of force for equipment and tactics during mass demonstrations. If a member of the public feels the equipment or force used was inappropriate, and that their rights were violated, they can file a Federal 1983 complaint. The Department will respond to these lawsuits and Internal Affairs will investigate.



## **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.

### **Mesa Police Department:**

The Department has a Use of Force Review Board in which two community members participate in the Board. The community members review our use of force to determine if the use of force complied with Department policies; to identify training needs in regards to specific tactics, techniques, or procedures; and to improve the overall officer safety of our members by evaluating the effectiveness of tactics and techniques. Community members are appointed on a rotating basis and do not have voting authority. While the community members do not have voting authority, they do have the ability to ask questions and bring up their concerns to the Board. Community members' questions or concerns are addressed by the Board in their summary report to the Chief of Police.

Our City Council's Public Safety Committee is comprised of three of the City Council members. The Public Safety Committee reviews various public safety projects and provides direction and oversight for the Police Department.

### **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.

### **Mesa Police Department:**

This is an action item for the Federal Government; however, our Department welcomes the opportunity to participate in research related to improving our civilian oversight. Our last research project on use of force was conducted in 2011 with Wake Forest University Health Sciences.

### **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.

### **Mesa Police Department:**

This is an action item for the Federal Government; however, since 2005, our Department has included community members on our Use of Force Review Board. We support researching grant opportunities to further enhance our well established procedures.

## **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.

## Mesa Police Department:

Our Department does not utilize nor does it condone practices or procedures designed to establish officer quotas or revenue generating practices. The Mesa Police Department records officer activity through electronic and hard copy log sheets. Productivity is reviewed through a monthly CompStat (Computer Statistics) process and measured against Department goals.



## 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 acknowledgment that they have sought consent to a search in these circumstances.

## Mesa Police Department:

Our Department has several policies and procedures on consent searches, all of which require an officer to explain that the person has a right to refuse. Officers are required to document the advisement in writing on Department consent search forms, which are signed by the person consenting to the search. Policies and forms cover the search of a person, vehicle or structure, search of person for DNA and consent during a "knock and talk" investigation as well as the procedure to follow when seeking consent for a search.

## 2.11 Recommendation:

Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

## Mesa Police Department:

Our Department policy requires officers to identify themselves in writing with their name and/or badge number when requested unless it would jeopardize the safety of the member. Also, officers are trained to explain the reason for their stops, citations, arrests, and the scope of all searches.

### 2.11.1 Action Item:

One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.

## Mesa Police Department:

Policy requires members to provide name and/or badge number in writing to a citizen upon request. Further, every officer is provided an individualized phone extension, called the phone mobility that should be given to all external customers.

*“When we had the bible burning incident the responding officer gave us his personal number if we needed to call. I think it is excellent the way the MPD officers are now accessible for follow-up to the public. We could call an officer directly and leave a voicemail.”*

- Pastor Mark Rice, Mesa Baptist Church



## **2.12 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 Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

### **Mesa Police Department:**

We agree that law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations. We currently do not have a search and seizure policy related to the LGBTQ population.

## **2.13 Recommendation:**

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

### **Mesa Police Department:**

We have policies that prohibit profiling and discrimination based on race, ethnic background, national origin, cultural group, religion, gender, age, sexual orientation, gender identity/expression, immigration status, and economic status, physical or mental disability, housing status, occupation, or language fluency. All allegations of biased profiling will be investigated by our Internal Affairs Unit.

### **2.13.1 Action Item:**

The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey.

### **Mesa Police Department:**

Our Department supports the Bureau of Justice Statistics adding questions relating to sexual harassment of and misconduct toward our community members, including LGBTQ and gender-nonconforming people by law enforcement officers.

### **2.13.2 Action Item:**

The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.

### **Mesa Police Department:**

Our Department supports the Centers for Disease Control adding questions relating to sexual harassment of and misconduct toward our community members, including LGBTQ and gender-nonconforming people by law enforcement officers.

### **2.13.3 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.

#### **Mesa Police Department:**

Although this is an action item for the Department of Justice, all reports of misconduct by members are investigated. We thoroughly record and promptly investigate internal and external complaints, take swift corrective disciplinary action when appropriate, and protect the rights of the employees along with our community members. All Department members receive training on sexual harassment and misconduct at the time they are hired and throughout their career.

### **2.14 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.

#### **Mesa Police Department:**

This is a recommendation for the Federal government; however, our Department for over 20 years has provided a regional training facility for both basic and in-service training. In addition, we share ideas and best practices through East Valley Gang & Criminal Information Fusion Center, Arizona Association of Chiefs of Police (AACOP), East Valley Chief's Association (EVCA), Major City Chiefs Association (MCCA), and the International Association of Chiefs of Police (IACP). Our Department also provides assistance to surrounding law enforcement agencies through our Task Forces and our Air Unit in emergency situations. We have also contracted out our Crime Scene Services and forensic lab services to the Town of Gilbert.



## **2.15 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.

### **Mesa Police Department:**

Our Department supports this recommendation. We currently submit to Arizona POST the names of Department employees who have committed integrity violations and those who have been terminated or resigned in lieu of termination.

# ***Pillar Three***

Technology and  
Social Media

### **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.

#### **Mesa Police Department:**

Our Department is cognizant of the importance of interoperable and compatible technology with other jurisdictions and makes it a priority to maintain civil and human rights protections when implementing these technologies. We currently share our radio, communications and technology with other agencies as well as participate in multi-agency task forces and investigations.

#### **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.

#### **Mesa Police Department:**

Our Department has long recognized the importance of utilizing technology to improve transparency and efficiency within our Department. Some examples include our body-worn camera program, Morpho Finger Print Devices, eCitation devices etc.

#### **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.

#### **Mesa Police Department:**

We recognize the importance of privacy concerns and make every effort to protect the privacy of our citizens. Employees receive training regarding the protection of privacy rights of our citizens; we follow State statutes regarding the release of public information. Our Department makes every effort to balance public safety needs with privacy rights of our citizens.

#### **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.

#### **Mesa Police Department:**

The Department has a variety of policies, procedures and tools to protect information and evidence. Our systems have built in analysis tools, security features, electronic audit trails, alerts, and protocols that assist with assuring evidence and information are secure and handled according to policy.

### **3.2 Recommendation:**

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

## Mesa Police Department:

Our Department fully supports advancing technology for use in law enforcement. We have been at the forefront in advancing law enforcement technology. We started deploying Body Worn Cameras (BWC) in 2012 and we participated in a yearlong study with Arizona State University (ASU) to evaluate the BWC advantages and disadvantages. This study has been utilized throughout the country by other law enforcement agencies when evaluating the implementation of BWC.

### **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 technology.

## Mesa Police Department:

We have utilized numerous Community Forums since 2007 to build relationships with the community to help establish trust and legitimacy. We welcome the communities input in evaluating policies and procedures. Through our Community Forums we provide an opportunity for feedback and dialogue on our policies and procedures.

### **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.

## Mesa Police Department:

We use our Department's Technical Training Team and/or test groups throughout the implementation process for all technology to gauge the effectiveness of any new technology, soliciting input from all levels of the Department.

### **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.

## Mesa Police Department:

Our Department recognizes the need to service our citizens with special needs or disabilities. We have systems that allow the hearing impaired to use a mobile device in order to communicate with the Department. Through the City of Mesa, we have access to Braille printing for those who are visually impaired.

## **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.

## Mesa Police Department:

This is a recommendation for the U.S. Department of Justice.

### 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 the use of new technologies.

## Mesa Police Department:

Our Department has consulted with civil liberties groups in the past when implementing new technology. For example, we have consulted with the American Civil Liberties Union (ACLU) prior to implementation of aerial surveillance camera systems and body worn cameras.



### 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.

## Mesa Police Department:

We agree with this action item for the U.S. Department of Justice to create toolkits that will provide law enforcement agencies with a one-stop clearinghouse of information and resources.

### 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.

### Mesa Police Department:

Our Department has already implemented a Body Worn Camera program and our policies are in agreement with this toolkit's recommendations.

## 3.4 Recommendation:

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

### Mesa Police Department:

Our Department supports this recommendation to update public records laws. Our current state statutes are in need of revision in order to bring in line with current technology.

## 3.5 Recommendation:

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

### Mesa Police Department:

We utilize various social media outlets to keep the public informed and collect feedback. Additionally, we have developed a mobile application that enables the public to access crime information, sex offender data, and link to social media such as Twitter, Facebook, and YouTube. The community can also access crime prevention information and electronically report graffiti.

*“Millennials depend on social media and the Department needs to do more and reach out to them by sending communications to them through social media. The youth has a news flash mentality, news that goes straight to the point without being lengthy.”*

- Cliff Moon, Mesa Public Schools

## 3.6 Recommendation:

The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.

### Mesa Police Department:

Our Department currently utilizes numerous less than lethal options and we fully support researching new technology which will help control combative suspects.

### 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.

### Mesa Police Department:

All our sworn members are required to train and carry multiple less than lethal options. Training and deployment of those options are directly related to the level of suspect resistance. Current training models, as well as policy and

procedures, dictate officers are to render aid and/or seek treatment for injuries resulting from less than lethal deployments. Sworn members are required to attend training on less than lethal options as well as recognizing and interacting with citizens with mental disabilities.

### **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.

#### **Mesa Police Department:**

Implementation of FirstNet is dependent on factors under the control of the State and Federal Government.



# ***Pillar Four***

Community Policing and  
Crime Reduction

# Washington-Escobedo Community Garden

Community member Phillip Austin recounts an encounter he had with a Mesa Police Department employee:

*“Recently, I was approached by Sgt. Robert Scantlebury and I thought I had done something wrong but he wanted to know who to contact about our community garden located between Escobedo and Washington that had been neglected and he was wondering how we could improve the garden. It struck me as cool, you could tell that this is not just a job to the Sergeant. He understands that if the community is better it will make his job easier.”*

Following this encounter, Sgt. Scantlebury asked for and obtained approval from his Lieutenant to work on the community garden during his break time and if work allowed. A portion of his email reads:

*“... I would like to take a leadership role in getting the garden functioning and getting neighbors motivated to use the garden. I would like to be permitted to go to the garden on my 15 minute breaks and pick up trash and plant, and tend to a garden box. I wanted to get things going by just getting one garden box going and see if it spurs some interest.”*

- Sgt. Scantlebury



Before



After

Since then, neighbors including children from Step Up School, members from New Life Assembly of God church, City of Mesa Conservation Coordinator, Donna DiFrancesco, and several others have joined Sgt. Scantlebury's efforts to work regularly on this community garden.



*Garden Sign*



*Flowers planted*



*Kids from Step Up School Mesa working in the garden*

Mr. Austin's words and this Washington-Escobedo Community Garden story underscores the attitude of the men and women of the Mesa Police Department... a better community does make our job easier.

## 4.1 Recommendation:

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

### Mesa Police Department:

We recently created the Community Engagement and Employee Services Bureau to emphasize our commitment to our community. In conjunction with the Operations Bureau, we have a strong commitment to community engagement as demonstrated through our community forums, neighborhood outreach, neighborhood partners and regular collaboration with other city departments to problem solve and enhance the overall quality of life for Mesa residents.



### 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.

### Mesa Police Department:

We encourage all of our officers to utilize education, warning, and enforcement to prevent or minimize crime within the community. Officers are encouraged to utilize their discretion when deciding whether education or enforcement is the most appropriate tool for the situation. For example, when an officer issues a violation for false alarm the citizen has the option of attending an educational class in lieu of the sanction or for civil traffic violations the officer has the option of issuing a warning. Over the past five years, we have issued 47,464 written warnings instead of civil or criminal citations. Based on these numbers we average 9,493 written warnings each year (2011: 9,168; 2012: 10,632; 2013: 9,258; 2014: 7,566; 2015: 10,840).

## 4.2 Recommendation:

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

## Mesa Police Department:

Our Department is committed to Community Policing which is the foundation of our culture and training. Both basic and in-service training incorporates community policing principles at all levels of the Department. The field training program for police officers and civilian crime prevention officers includes a rating criteria on Community Policing, made up of: Community engagement, Problem Solving, Courtesy, and Relationships.

*“Assistant Chief Mike Soelberg’s presence on the board of the Food Bank shows the Department is striving to be a part of the community and it is up to the community to encourage these efforts and put the Department in a good light.”*

- Sally Harrison, Mesa Chamber of Commerce

### 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.

## Mesa Police Department:

Our annual Performance Appraisal Forms contain components for evaluating key aspects of Community Policing. The City of Mesa has quarterly Community Service Awards in which they recognize employees’ exceptional performance in assisting community members.

### 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.

## Mesa Police Department:

The current staffing model for our Department is based on best practices which dictates 33% proactive time for patrol officers to include community engagement, community partnership and crime prevention.

Through monthly CompStat reports the Department is able to manage patrol officers proactive time. Through weekly crime-fighting missions each patrol division commander is given flexibility to deploy officers as necessary to combat crime trends/issues, address problem areas, devote resources to community project areas, and highlight community events.

Additionally, each patrol division has a Crime Prevention Officer and Street Crimes Detectives who work with the community to solve problems, provide education and prevent crime.

*“Police Chief John Meza attended our church Christmas program, the entire congregation could not stop talking about the Chief having a meal with us and greeting congregation members. Actions like this make the community feel that Mesa Police leadership cares and is compassionate toward the Mesa community.”*

- Rev. Ozetta Kirby, Holy Trinity Community AME Church

### **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.

#### **Mesa Police Department:**

The Mesa Police Department utilizes a comprehensive strategy to reduce crime. Our Department has crime suppression and community engagement programs to include, CompStat, Crime Prevention Officers, Crisis Response Teams, Intelligence-Led Community Policing, Community Prosecution, Community Partnerships and Media Relations Unit.

Our Department also uses technology to reduce crime to include on Body Cameras, Finger Print Readers, software programs such as, Crime Reports and TipSoft, PD mobile app and social media sites.



### **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.

#### **Mesa Police Department:**

Our Department engages in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations. Internally, we have a Peer Support Team to address the wellness of Mesa Police Employees which utilizes external partners, such as the Employee Assistance Program for substance abuse, financial issues, marriage counseling etc. Also, internally we have the Crisis Intervention Team, Victim Services, and Volunteers in Police Service to assist community members in crisis. Externally, we partner with community organizations such as Community Bridges, community members through our various community forums, Faith Based groups and educational institutions to respond to crisis situations in our community.

*“We partnered with the Mesa Police Department to build a treatment facility for pregnant women. Our initial plan was to build the facility at a different location but the Department recommended a location which was high in crime. Although we disagreed with them, we finally went ahead with their suggestion. The Department’s plan to increase patrol and police visibility in this area was a success; today crime has gone down and the transformation of this part of Mesa is visible.”*

- Dr. Scarpati, Community Bridges Inc.

### **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.

#### **Mesa Police Department:**

The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention for best practice and uniformity. We have implemented a Crisis Response Team utilizing best practices. We welcome further assistance with our model.

### **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.

#### **Mesa Police Department:**

Our Department's Victim Service Unit is committed to providing quality services to victims, survivors and witnesses of criminal events, in addition to persons involved in non-criminal crisis circumstances. The Department recognizes that many people may require assistance with addressing needs of exercising constitutional/statutory rights, establishing personal safety, securing access to services, establishing a support system, and ensuring continuity of services between departments/agencies. Through the provision of this assistance, the Mesa Police Department is dedicated to treating all persons contacted with fairness, compassion, respect and dignity. Our Victim Services Unit is comprised of three components: Victim Notification, Victim Assistance Program, and Victim Services.

Victim Notification personnel are responsible for contacting victims of misdemeanor arrests to provide information regarding the arrest, Initial Appearance Court, releases, release conditions and the transfer of defendants to county jail facilities.

Victim Assistance Program volunteers are responsible for providing 24-hour availability for on-scene crisis response at the request of sworn personnel. Following on-scene crisis response, volunteers routinely refer victims, survivors, witnesses to appropriate advocates in an effort to ensure continuity of services.

Victim Services personnel are responsible for providing services to victims of multiple crimes inclusive of survivors of homicide, aggravated assault, robbery, child abuse, sexual assault, domestic violence, burglary, assaults, threats, and harassment. Service provision includes crisis intervention, education regarding

Victims' Rights and the criminal justice process, assistance with Victim Compensation applications, assistance with Orders of Protection, referrals to community resources, and transfers of advocacy to prosecutorial agencies.

### **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.

#### **Mesa Police Department:**

The MPD works in collaboration with other east valley agencies to develop and present Crisis Intervention Training (CIT) to its personnel. The basic curriculum has been developed by CIT International, which is a non-profit membership organization whose primary purpose is to facilitate understanding, development and implementation of Crisis Intervention Team programs throughout the United States. CIT International conducts annual agency evaluations to determine the strength of the program.

### **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.

#### **Mesa Police Department:**

The Department's mission is to respect all individuals' rights and human dignity in all aspects of our responsibilities. We have policies and procedures in place directing the department members' role when contacting any individuals in the course of our duties, the emphasis of which is to promote dignity for all.



### **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.

## Mesa Police Department:

Our policies and training specifically address treating all people with dignity and respect. We do not tolerate offensive or harsh language by our employees and all employees are expected to speak to individuals with respect.

*“Mesa Police Department has always been responsive – while most of our patients are volatile and belligerent, Mesa Police officers are always respectful in each situation. We have never had a complaint against Mesa Police; we have a good relationship.”*

- John Hogeboom, Community Bridges Inc.

### 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.

## Mesa Police Department:

Our Department has programs that provide officers with opportunities to interact and build relationships throughout our community. To include community forums, social services programs such as Boys and Girls club, YMCA, Big Brothers Big Sisters and various educational institutions as well as faith based organizations.

*“We have the African American community forum led by Commander Williams. It is saddening that the attendance is poor. All the community forums should work together to put together a framework for a mission/vision statement, objectives and goals.”*

- Cliff Moon, Mesa Public Schools

## 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.

## Mesa Police Department:

Over the past five years the Police Department has conducted three Intelligence-Led Community Policing, Community Prosecution, and Community Partnerships (IL3CP) in various neighborhoods throughout the city. The Police Department collaborated with residents, churches, businesses, schools, to aid in sustaining a better quality of life for all residents. Each project lasted one year and involved criminal apprehension and enforcement, victim/citizen resources, and community partnerships. Additional resources were also provided in these neighborhoods by other city departments such as, code compliance; neighborhood outreach; solid waste and transportation.

*“Following the shooting at the Emanuel African Methodist Episcopal Church in Charleston, South Carolina on June 17th 2015, a Mesa Police Department officer*

*would park in front of our church for several weeks and occasionally the officer would even come in and sit in the church with us while we had our meetings. This made us feel very safe and valued by the Department.”*

- Rev. Ozetta Kirby, Holy Trinity Community AME Church

#### **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.

#### **Mesa Police Department:**

We currently have twelve (12) community forums that work with the Police Department. They are the African-American, Asian, Business, Clergy, Disabilities, Hispanic, Human Rights, Mental Health, Native American, Non-Profits, Upbeat Aging (Senior) and Youth. They meet monthly, Bi-monthly or Quarterly. The Police Department utilizes these forums to improve communication and build relationships between the community and the Police Department. For instance, in 2015 the Hispanic Community Forum assisted the Police Department in revising our immigration policy. Their input was valuable when drafting these revisions and this process helped foster a feeling of trust between the Department and the Hispanic community.

#### **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.

#### **Mesa Police Department:**

Our Department has programs that engage both the youth and the community. The Mesa Police Department Youth Development Unit has several programs to engage the youth such as the Explorer Program; the Aspire Academy, a regional academy for high school aged girls interested in Public Safety careers; the Making Every Student Accountable (MESA) Program, an after-school program for at-risk youth; and the Youth Leadership Academy, a summer program for developing young leaders.

We provide the community opportunities to participate in citizen ride-alongs, citizen police academies, senior police academies, and to work with officers on community projects.

#### **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.

#### **Mesa Police Department:**

Community forums are critical to our Department and its mission. We use these forums boards to open the lines of communication between residents of Mesa and the Department to focus on public safety issues. We partner with community leaders and stakeholders in developing solutions to multi-faceted community concerns. In addition to the twelve community forums, each patrol division

has community advisory groups, which focus on smaller areas of concern within each patrol division. This constant interaction improves the trust and transparency within the community and the police department.

#### **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.

#### **Mesa Police Department:**

Our Department has a long history of using community policing strategies that support and work in concert with economic development efforts within the community. These efforts have at times coincided with city initiatives such as Building Safe Neighborhoods, the establishment of a centralized bike unit to work the expansion of the Light Rail into downtown Mesa, and a Patrol Division Street Crimes Unit dedicated to problem-oriented policing and coordination.



#### **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.

#### **Mesa Police Department:**

Our Department has School Resource Officers (SROs) whose primary focus is school safety and enforcing state and local laws. They do not enforce school policies that is the responsibility of the school staff. However, they do meet with staff at their assigned schools once a month to discuss issues such as discipline, policy and safety. Our SROs teach Law Related Education classes to the students. These SROs actively interact with the students, serve as role models and mentors. Over the past two years the SROs have provided career development guidance for students who are interested in pursuing a career in law enforcement.

#### **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.

#### **Mesa Police Department:**

With our Youth Development Unit, we have developed several programs directed at preventing youth from entering the juvenile justice system. We believe in participating in different mentoring and development programs to support our 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.

#### **Mesa Police Department:**

The Making Every Student Accountable (M.E.S.A) Program is an afterschool program involving police officers and at risk junior high school students. The Program is held on the school campus. Police and students interact while doing physical activities, teaching, tutoring, mentoring, team building and other various activities. The student's parents also attend a class one night a week in which the parents learn valuable parenting skills as well as building relationships with the police officers. After nine weeks, the students graduate at the completion of the program. Police staff, the public, sponsors and families attend. Each student is provided a video to remember their experience. The Youth Development Unit attends various school functions speaking and interacting with students.

#### **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.

#### **Mesa Police Department:**

The School Resource Officers provide mentorship through their interaction with students assigned to their school.

#### **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.

#### **Mesa Police Department:**

The School Resource Officers work with their respective school's staff to analyze student behavior data during school safety meetings to identify trends in student's behavior. When issues arise the school staff and the SRO work together to determine the Law Related Education (LRE) instruction to be delivered to the students.

#### **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.

#### **Mesa Police Department:**

Mesa Public Schools have consistent guidelines for student behavior and discipline if the need arises. The policies have been established by using an interdisciplinary approach which includes best practices of student management with input from the parents, students, the Mesa Police Department and the community. Frequently School Resource Officers are consulted by a school's staff when addressing student behavior issues. The school policies currently prohibit the use of corporal punishment as well as the use of any electronic control devices.

#### **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.

#### **Mesa Police Department:**

Our SROs meet with staff at their assigned schools once a month to discuss issues such as discipline, policy and safety. The SROs also attend Individualized Education Program (IEP) meetings which help the school administrators deal with specific issues and specific students.

#### **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.

#### **Mesa Police Department:**

Our Department is committed to working with the community to reduce juvenile crimes and we are willing to work with different organizations 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.

#### **Mesa Police Department:**

Our Department has School Resource Officers whose primary focus is school safety and enforcing state and local laws. They do not enforce school policies that is the responsibility of the school staff. However, they do meet with staff at their assigned schools once a month to discuss issues such as discipline, policy and safety. Our School Resource Officers teach Law Related Education classes to the students.

#### **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.

#### **Mesa Police Department:**

Our Department follows the Arizona Revised Statute which does consider, to some extent, the age of an adolescent via the definition of culpable mental state but does not fully address different states of maturation and development past the age of eight years of age. The existing definition of culpable mental status, in conjunction with department policy and state law directs an officer's reasonable discretion depending on the severity of the crime. Some crimes require a strategy with regard to enforcement, however, culpability comes into consideration with punishment/sentencing.



#### **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.

#### **Mesa Police Department:**

We have a Youth Forum where our youth can express themselves and get them involved in the community in which they live. We also hold a Youth Leadership Academy which develops their abilities to get involved in the community. Our Explorer POST provides youth between the ages of 14 to 19 the opportunity to learn about law enforcement careers through education and practical experience. This interaction helps develop the relationships between the youth and law enforcement. Our Making Every Student Accountable (MESA) Program has proven to be a valuable asset for the youth in our community. While this

program is only offered at one junior high school, the impact in this one school has been profound. The students' grades improve, their referrals to the principal are reduced, their relationships with their parent(s) are improved and they have an increased trust of police officers.

#### **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.

#### **Mesa Police Department:**

Our School Resource Officers (SRO) officers are always involved with building trust and creating programs for positive interaction. The SROs go into the classroom and teach 180 hours of Law Related Education a year. During this time the SROs get to know the students and create an atmosphere where the students get to know the officer and build trust with each other. The SROs are involved in numerous activities while at the schools, such as, playing basketball with them during lunch; going into art classes; and eating lunch with them. SROs attend the student's extra-curricular activities as well, leaving the students with the feeling that the officers really care about them even outside of school.

Our Explorer POST provides youth between the ages of 14 to 19 the opportunity to learn about law enforcement careers through education and practical experience. This interaction helps develop the relationships between the youth and law enforcement. Our Making Every Student Accountable (MESA) Program has proven to be a valuable asset for the youth in our community. While this program is only offered at one junior high school, the impact in this one school has been profound. The students' grades improve, their referrals to the principal are reduced, their relationships with their parent(s) are improved and they have an increased trust of police officers.

#### **4.7.2 Action Item:**

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

#### **Mesa Police Department:**

Our Department supports communities developing evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.



# ***Pillar Five***

Training and  
Education



## **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.

### **Mesa Police Department:**

This is a recommendation for the Federal Government; however, our Department agrees the Federal Government should by way of financial support and facilitation support the development of partnerships with training facilities across the country to promote consistent standards.

### **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.

### **Mesa Police Department:**

Our Department conducts and operates a state certified regional academy. Our training facility provides numerous in-service training opportunities each year, with instructors who are both local and national experts in their subjects; additionally, the facility provides regional in-service training opportunities.

Our academy exceeds standards in basic and in-service police officer training. Additionally, our academy provides 840 hours of training, several hundred hours beyond AZPOST training standards. Eighty percent of the academy is a classroom environment providing graduates 35 semester hours of undergraduate college credit. We have developed a well-balanced academy which emphasize accountability, compassion and professionalism. We focus on improving our officers' communication skills as well as their proficiency skills. We have increased our de-escalation training, crisis intervention training and firearms training. Through the use of simmunications training we are able to provide real life training scenarios with live fire scenarios. The simmunications training can replicate use of force encounters in varying locations and settings, ranging from traffic stops, domestic violence calls, building searches and active shooter scenarios.

### **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.

#### **Mesa Police Department:**

Our Department has formalized partnerships with multiple higher education institutions, including Arizona State University, Northern Arizona University and Benedictine University (Mesa). These partnerships provide MPD members with next level education which compliments the training and education received by MPD members.

### **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).

#### **Mesa Police Department:**

Our Department agrees 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).

## **5.2 Recommendation:**

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

#### **Mesa Police Department:**

Our Department has a long history of involving community members in our training process. Through our Citizen Police Academy; Use of Force Review Board; in our basic and in-service training, and in consultation with our community forums, their input assists us in developing our training. Community participation has provided a unique perspective for our members to learn from and build relationships with the community through this interaction.

*“Mesa is unique and different, if the Department wants to be successful in its relationship with the community, they should use local resources. Additional suggestions include: The academy recruits and veteran officers should spend a day with community leaders. Visit diverse neighborhoods in Mesa. Spend time with mental health workers in our community.”*

- Deanna Villanueva-Saucedo, Maricopa Community Colleges

### **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.

## Mesa Police Department:

We agree 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.

Our Department has integrated community members into our training process. We recently graduated the 56th Citizen Police Academy. The program is an 11-week long program that exposes members of the community to a variety of aspects of day to day law enforcement operations. Graduates of the program serve on many advisory boards for the Department, as well as promotional boards for all ranks. Additionally, graduates of the Citizen's Police Academy often stay engaged in the Mesa Police Department by serving as volunteers in almost every area of the department.



## 5.3 Recommendation:

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

### Mesa Police Department:

Our Department encourages and supports leadership training for all levels employees and is dedicated to advancing our leadership training throughout the organization. We have numerous leadership development courses that we provide or sent our members to.

#### 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.

### Mesa Police Department:

We agree the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

### **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.

#### **Mesa Police Department:**

Our Department has formalized partnerships with multiple higher education institutions, including Arizona State University, Northern Arizona University and Benedictine University (Mesa). These partnerships provide MPD members with next level education which compliments the training and education received by MPD members. Also, we offer tuition reimbursement (\$8,124 per year) to all of our employees who are off initial employment probation.

### **5.3.3 Action Item:**

The U.S. Department of Justice should support and encourage cross-discipline leadership training.

#### **Mesa Police Department:**

Our Department agrees the U.S. Department of Justice should support and encourage cross-discipline leadership training through funding. Department members are given opportunities to attend postgraduate coursework with leaders from a variety of fields including local and state government in addition to private business. This is funded through the City of Mesa's training and tuition reimbursement program.

### **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.

#### **Mesa Police Department:**

Currently, there are several institutions of higher education that offer training for law enforcement executives. The Federal Bureau of Investigation National Academy, Northwestern University School of Police Staff and Command, The Southern Police Institute of the University of Louisville, and the Michigan State University School of Staff and Command are a few examples of command and executive level training available for municipal, state, and federal law enforcement authorities.

### **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.

## Mesa Police Department:

Our Department agrees 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.



## 5.6 Recommendation:

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

### Mesa Police Department:

We currently operate our own Basic Training Academy with a curriculum of approximately 840 hours. This curriculum is inclusive of eight hours of CIT training for the recruits followed by an additional three hours of CIT training during field training. Additionally, since 2004 our Department has provided a 40-hour CIT class. In 2016, all sworn employees will attend eight hours of Crisis Intervention Training and eight hours of De-Escalation Training. We are in the process of creating an Advanced CIT course. Our Department supports Arizona POST further developing the Crisis Intervention Training (CIT) for both basic training and in-service training.

### 5.6.1 Action Item:

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

### Mesa Police Department:

Our Department supports additional funding for training in Crisis Intervention Training (CIT).

## 5.7 Recommendation:

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

### Mesa Police Department:

Our Academy curriculum includes courses on interpersonal communication, cultural competency and communication for law enforcement officers, as well as de-escalation and tactical decision making. These topics are also refreshed periodically with all sworn employees through in-service training.

*“The police were called when someone was trying to break into my daughter’s home and her children were afraid. The responding officer talked to the children to calm them down and gave them police stickers which they wore to school. Following that encounter and even in school, my grandkids now always say “Police is nice.”*

- Emma Jackson, Holy Trinity Community AME Church

## 5.8 Recommendation:

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

### Mesa Police Department:

In 2016 all sworn officers will receive eight hours of resiliency training. Our recruits also receive the eight hours of resiliency training during the Academy. The coursework is comprised of health, nutrition, addiction, Post-Traumatic Stress Disorder and how to appropriately handle stress. Employees will participate in follow-up resiliency training to reinforce healthy habits and employee wellness.

## 5.9 Recommendation:

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

### Mesa Police Department:

In our academy and in-service training, the Community Engagement and Diversity Team teaches classes which focus on the relationships between law enforcement and the community. The lesson plans include discussions about stereotypes, discrimination, and implicit biases.



### **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.

#### **Mesa Police Department:**

Our Community Engagement and Diversity Team provides training in the Academy and during in-service training on topics such as cultural diversity, interpersonal communication and community policing. We have used and will continue to use community members in our training to provide their perspective of the relationship between the community and law enforcement.

### **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.

#### **Mesa Police Department:**

During basic and in-service training our Community Engagement and Diversity Team teaches classes that focus on relationships between law enforcement and our community. These classes include topics on stereotypes, discrimination, and implicit biases. Both training and policies emphasize treating all people with respect and dignity regardless of race, gender or sexual orientation.

### **5.10 Recommendation:**

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

## Mesa Police Department:

We agree POSTs should require both basic recruit and in-service training on policing. Our recruit training includes courses on Administration of Criminal Justice, Criminal Justice Systems, and History of Law Enforcement which cover topics such as policing in a democratic society.

### **5.11 Recommendation:**

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

## Mesa Police Department:

Our Department encourages and incentivizes higher education for law enforcement officers for example the City has a tuition reimbursement program in which we provide up to \$8,124 annually for all member who are off initial employment probation.

#### **5.11.1 Action Item:**

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

## Mesa Police Department:

Our Department agrees the Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

### **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.

## Mesa Police Department:

Our Department agrees 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.

Our Department currently utilizes scenario and web based training. Examples of this are: MILO Range system, which provides non-lethal to lethal computerized interactive simulation training for decision making. Finally, our Department has for several years, utilized web-based training to deliver distance learning on topics ranging from T.O.C. (Terminal Operator Certification) to Search and Seizure topics.

### **5.13 Recommendation:**

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

## Mesa Police Department:

Our Department agrees the U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs through funding. We recently reviewed our current Field Training Officers and made numerous recommendations for improvement to the program.

### **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.

## Mesa Police Department:

Our Department currently has a field training program that encompasses our police culture and organizational procedures. Our Daily Observation Reports provide daily feedback to Officers in Training (OIT). This system provides for positive learning environment in which the OITs are encouraged to interact and further enhance their learning process.

We recognize that our FTOs are an integral part of socializing our OITs to our law enforcement culture and introducing them to our community culture.

### **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.

## Mesa Police Department:

Our Department agrees the U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs.



# ***Pillar Six***

Officer Wellness and  
Safety

## 6.1 Recommendation:

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

### Mesa Police Department:

Our Department agrees the U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative through funding to local police departments.

Our Department established a Community Engagement and Employee Services Bureau to focus on member wellness. Our Peer Team has led our wellness program through initiatives such as critical incident debriefing; peer support; workers compensation assistance; resiliency training which focuses on health, nutrition and stress reduction; Code 9-PTSD training; addiction referrals; financial planning; and working with the City of Mesa Wellness Center.

*“The Department should ensure that wellness for the officer is physical, spiritual and emotional. Officers should return home to their families like we in the community want to return home.”*

- Rev. Dr. Helen Hunter, NAACP

### 6.1.1 Action Item:

Congress should establish and fund a national “Blue Alert” warning system.

### Mesa Police Department:

Our Department agrees Congress should establish and fund a national “Blue Alert” warning system. The State of Arizona recently enacted the Blue Alert warning system in which our Department participates.



### **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.

#### **Mesa Police Department:**

Our Department agrees the U.S. Department of Justice should provide funding to establish a task force to study mental health issues unique to officers and civilian employees of police departments.

### **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.

#### **Mesa Police Department:**

Our Department agrees 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. Currently Mesa Police Department created its own resiliency program which includes, education on mental health, fitness and nutrition. Our members are provided on annual wellness examination with their physician as well as the opportunity to participate in eight mental health appointments per year free of charge.

### **6.1.4 Action Item:**

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

#### **Mesa Police Department:**

Our Department agrees pension plans should recognize Department fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

### **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).

#### **Mesa Police Department:**

Our Department agrees Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while performing in the line of duty. In Arizona public safety benefits are granted according to Worker Compensation laws where the decision to pay benefits is delegated to the local board and is handled on a case by case basis.



## **6.2 Recommendation:**

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

### **Mesa Police Department:**

Our Department agrees Law enforcement agencies should promote safety and wellness at every level of the organization.

Our Department established a Community Engagement and Employee Services Bureau to focus on employee wellness and has established liaison positions within the Peer Support Team to work with other City Departments such as; Workers' Compensation and employee benefits on behalf of the employee.

### **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.

### **Mesa Police Department:**

Our Department agrees the responsibility lies with each agency to provide wellness programs for its employees. The wellbeing of officers on and off duty is a priority for us. We are committed to offering a multitude of robust officer wellness and safety programs such as CIT, PTSD training, a strong Peer Support Team, resiliency training, and in-service stress management training.

## 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.

### Mesa Police Department:

This is a recommendation for the U.S. Department of Justice.

### 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).

### Mesa Police Department:

Our policy limits the total hours worked between off-duty jobs and on-duty employment. Employees generally cannot work more than a combined total of sixteen (16) hours of regularly scheduled duty and off-duty work within a twenty-four (24) hour period. Employees must have a continuous eight (8) hour rest period during each twenty-four (24) hour work period.

## 6.4 Recommendation:

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

### Mesa Police Department:

We agree that every officer should be issued anti-ballistic vests as well as tourniquets. Currently the Mesa Police Department policy mandates the use of these vests and provides funding for their purchase. In addition, all officers will be issued tourniquets and are trained on their use.

*“It is our responsibility as a community to ensure that our officers are taken care of. They should have the best equipment we can afford.”*

- Sally Harrison, Mesa Chamber of Commerce

### 6.4.1 Action Item:

Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.

### Mesa Police Department:

Our Department agrees Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.

### 6.4.2 Action Item:

Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

## Mesa Police Department:

Our Department agrees Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

## 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.”

## Mesa Police Department:

We agree to the extent that it will benefit officers that this type of data should be collected in order to improve systematic analysis of deaths, injuries and “near misses”.



## 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.

## Mesa Police Department:

Our Department mandates the use of seatbelts while operating department vehicles and the use of bullet-proof vests, for sworn members assigned to patrol or working off duty assignment. For all other assignments the use of bullet-proof vests is optional but encouraged.

## 6.7 Recommendation:

Congress should develop and enact peer review error management legislation.

## Mesa Police Department:

Our Department agrees Congress should develop and enact peer review error management legislation.

## **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.

### **Mesa Police Department:**

Our Department agrees 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 because this technology will reduce injury and save officers lives.





# Appendix A:

The Mesa Police Department is grateful to the following Community and Department members for taking time out of their busy schedule to give their perspective on the Department.

## *Community Members Interviewed for Project*

**Phillip A. Austin**

Attorney at Law - Mesa, AZ

**Sally Harrison**

President and Chief Executive Officer - Mesa Chamber of Commerce

**John Hogeboom**

Vice President/Chief Operations Officer - Community Bridges, INC.

**Rev. Dr. Helen Hunter**

President - East Valley NAACP

**Emma Jackson**

Mesa Resident; Holy Trinity Community A.M.E. Church - Mesa, AZ

**Vice Mayor Dennis Kavanaugh**

District 3 - Mesa City Council

**Rev. Ozetta Kirby**

Pastor; Holy Trinity Community A.M.E. Church/1st Vice President East Valley NAACP

**Leonard P. Mathews**

Mesa Resident; Holy Trinity Community A.M.E. Church - Mesa, AZ

**Cliff Moon**

Educator - Mesa Public Schools

**Pastor Mark W. Rice**

Senior Pastor, Mesa Baptist Church - Mesa, AZ

**Dr. Frank Scarpati**

President and Chief Executive Office - Community Bridges, INC.

**Deanna Villanueva-Saucedo**

Director of Public Outreach - Maricopa Community Colleges

**Ginger Woo**

Retired Educator - Mesa Public Schools

## *Department Members Interviewed for Project*

**Sgt. Robert Scantlebury**

Central Patrol Division

**Sgt. Daniel Stegenga**

Technology Innovation - PDIT Unit

**Det. James McClellan**

Technology Innovation - PDIT Unit

**Det. John Fitzgerald**

Street Crimes Unit - Red Mountain Patrol Division

**Det. Rand Johnson**

Street Crimes Unit - Red Mountain Patrol Division



# Appendix B:

## Community Forums

### African-American Forum

**Objective:**

To open and maintain a positive line of communication between the police department and African-American members of the community in an effort to enhance trust and understanding, promote public safety through various partnerships and address current trends and concerns of those who live, work and play in the City of Mesa.

**Frequency:** Quarterly

**Time:** 6:00 PM – 8:00 PM

**Location:**

Central Patrol Substation Community Room  
120 N. Robson, Mesa AZ 85201

**Contact:**

Commander Anthony Abalos  
*anthony.abalos@mesaaz.gov*  
480.644.5949

Sergeant Ben Alexander  
*ben.alexander@mesaaz.gov*  
480.644.2554

### Asian Community Advisory Board

**Objective:**

To promote mutual understanding, respect and education between the Asian community, Asian business owners and the Mesa Police Department.

**Frequency:** 2nd Tuesday of the month

**Time:** 6:00 PM

**Location:**

Dobson Pediatrics  
2058 S. Dobson Road, Suite 6, Mesa, AZ 85202

**Contact:**

Ray Villa  
*ray.villa@mesaaz.gov*  
480.644.2283

## **Business Forum**

**Objective:**

To build relationships and improve communication between the business community and the Mesa Police Department.

**Frequency:**

Our Department belongs to the Mesa Chamber of Commerce and we attend their meetings which are held on the second Friday of each month.

**Time:** 8:00 AM

**Location:**

Crescent Crown Distributing  
1640 W. Broadway Road, Mesa AZ 85202

**Contact:**

Assistant Chief Michael Soelberg  
*michael.soelberg@mesaaz.gov*  
480.644.6076

## **Clergy Forum**

**Objective:**

Develop a network of clergy members and establish relationships with the local churches that can be used as resources for community partnerships as well as in times of crisis following critical incidents that occur in the community that affect the Citizens of Mesa.

**Frequency:** Quarterly

**Time:** 11:00 AM

**Location:**

Rotational basis among churches

**Contact:**

Lieutenant Robert Rash  
*robert.rash@mesaaz.gov*  
480.644.3259

## **Disabilities Forum**

**Objective:**

To promote mutual understanding, respect, education, communication and trust between the disabled citizens of Mesa and the Mesa Police Department.

**Frequency:** Quarterly

**Time:** Varies

**Location:** Varies

**Contact:**

Lieutenant Ryan A. Russell  
*ryan.a.russell@mesaaz.gov*  
480.644.5744

## Hispanic Forum

**Objective:**

A proactive approach by MPD to engage the Hispanic Community and its Spanish speaking residents.

**Frequency:** Quarterly

**Time:** 5:30 PM – 7:00 PM

**Location:**

Fiesta Substation  
1010 W. Grove Avenue, Mesa AZ 85210

**Contact:**

Lieutenant Ruben Quesada  
*ruben.quesada@mesaaz.gov*  
480.644.2413

## Human Rights Forum

**Objective:**

To promote mutual understanding, respect, education, communication and trust between the LBGTQ community and the Mesa Police Department.

**Frequency:** Quarterly

**Time:** Varies

**Location:** Varies

**Contact:**

Commander Sharon Burlingame  
*sharon.burlingame@mesaaz.gov*  
480.644.5216

## Mental Health Advisory Board

**Objective:**

Create relationships between the Mesa Police Department, the mental health community, and Mesa citizens to provide effective avenues of communication to address mental health issues affecting public safety.

**Frequency:** Bi-Monthly

**Time:** Varies

**Location:** Varies

**Contact:**

Commander Sharon Burlingame  
*sharon.burlingame@mesaaz.gov*  
480.644.5216

## **Native American Community Forum**

**Objective:**

To engage and develop positive dialogue for a successful two-direction pathway of communication.

**Frequency:** Quarters

**Time:** Varies

**Location:** Varies

**Contact:**

Commander Thomas Intrieri  
*thomas.intrieri@mesaaz.gov*  
480.644.2474

## **Non-Profit Community Forum (Mesa Engagement Team)**

**Objective:**

To bring together:

- Nonprofit organizations requiring services
- Volunteer service programs at Mesa Community College
- Community Partners.

**Frequency:**

Monthly meetings correlate with Fall and Spring school semesters. There are no meetings over winter and summer breaks.

**Time:** 12:00 PM

**Location:**

Mesa Community College  
Dobson Campus in the Library conference room.

**Contact:**

Lieutenant Michael Bellows  
*michael.bellows@mesaaz.gov*  
480.644.4135

## **Upbeat Aging Advisory Board (Senior Community Forum)**

**Objective:**

To address issues important to older adults in Mesa

**Frequency:** Last Tuesday of the Month

**Time:** 10:00 AM – 11:00 AM

**Location:**

Red Mountain Community Room - Red Mountain Police Division  
4333 E. University Drive, Mesa AZ 85205

**Contact:**

Karen Stegenga  
*karen.stegenga@mesaaz.gov*  
480.644.5014

## **Youth Forum**

**Objective:**

To address issues, answer questions, and positively mentor youth in the City of Mesa through guided group conversations, interactions and activities.

**Frequency:** Quarterly

**Time:** Varies

**Location:** Varies

**Contact:**

Sergeant Ben Alexander

*ben.alexander@mesaaz.gov*

480.644.2554



# Appendix C:

## *Crisis Response Team Email*

**From:** John Meza  
**Sent:** Friday, February 12, 2016 12:26 PM  
**To:** PD Personnel  
**Subject:** Crisis Response Team

All PD Personnel,

On February 4th patrol officers were dispatched to a call involving an individual threatening to commit suicide.

Our officers frequently encounter these types of calls, and sadly our department responded to more than 2,600 calls of threatening, attempted or actual suicides last year alone. 2,600 calls, it's hard to imagine, and yet it's another reason why we work so closely with organizations in the Mental Health Community.

In this particular case, upon the officers' arrival, the situation quickly escalated from the individual holding a knife to their stomach, to a sudden and very rapid change of action by turning the knife toward the officers while lunging and moving toward them, threatening the officer's lives.

At that point, the officers determined their only viable course of action was to fire their weapons.

The impact on our officers and our department in these types of critical incidents are one of the most difficult elements of our job. That is why training, good policy and a comprehensive officer wellness program is paramount.

Over the last decade, many police agencies have sought to enhance their response to incidents involving, individuals with behavioral health challenges. These encounters can quickly escalate out of control -- even when officers have comprehensive mental health training.

When I was appointed as your Chief last year, one of my top priorities was to enhance our ability as a department to recognize and to respond to individuals experiencing mental health challenges.

During the past year, I assigned a full time Crisis Response Team Coordinator, Detective Amanda Stamps, to oversee the many aspects of the department's training and to confer with various Mental Health Providers and Clinical Experts across the Valley.

We also added an additional eight (8) hours of basic CIT training to the curriculum at the Mesa Police Academy for new recruits, added a mental health refresher course for all in-service police officers and increased the city wide number of CIT Certified officers who are assigned as first responders.

In addition to everything I've enacted since my appointment as chief, I am announcing the following actions to advance our programs:

- The creation of a full time City-wide Crisis Response Team (CRT) to include 1 sergeant, 1 CIT Coordinator, and 4 Detectives. The CRT will work in partnership with the Mental Health Community and with the Mesa Fire & Medical Department's Behavior, Health, and Community Medicine Unit.
- Establish the formation of Mental Health Advisory board to assist the police department in developing, recommending, and reviewing policy and training.
- Increase the Mesa Police Department CIT Certified patrol officers above the national standard of 20 to 25%, by the end of 2016.
- Institute 16 hours of Mental Health and De-escalation Continued Officer Training for all sworn police officers, and the establishment of CIT protocols and training for all dispatchers and detention officers.
- Develop a comprehensive integrated Police Employee Wellness program, led by the Community Engagement/Employee Services Bureau.

These dynamics will continue to challenge our law enforcement profession, especially our first responders and we are committed to delivering valuable and useful training.

In our profession we are called upon to endure great risk and tolerate many difficulties often on behalf of strangers. But never forget, you represent the nobility of policing. Stay Safe.

Chief John Meza





# Appendix D:

## *Sub-Team Members*

### **Team Meza**

**John Meza**  
Chief of Police

**Bea Brouillard**  
Office Supervisor, Chief Administrative Staff

**Diana Williams**  
Sergeant, Chief Administrative Staff

**Jeff Jacobs**  
Detective, Chief Administrative Staff

**Steve Berry**  
Detective, Media Relations

### **Team Soelberg**

**Michael Soelberg**  
Assistant Chief, Community Engagement & Employee Services Bureau

**Chioma Nwabeke**  
Management Assistant, Police Department Information Technology Unit

**Anthony Abalos**  
Commander, Human Resources Division

**Daniel Butler**  
Commander, Human Resources Division

**Ruben Quesada**  
Lieutenant, Human Resources Division

**Brian Jutting**  
Sergeant, Hiring Unit

**Ryan Russell**  
Lieutenant, Training Section

**Arlene Heckel**  
Sergeant, Training Section

**Robby Jones**  
Sergeant, Training Section

**Les Portee**  
Sergeant, Training Section

**Lee Rankin**  
Commander, Professional Services Division

**Jeffrey Cutler**  
Lieutenant, Policy and Planning Section

**Kent Carroll**  
Detective, Policy and Planning Section

**Tyler Halter**

Detective, Policy and Planning Section

**Richard Oliver**

Management Assistant, Policy and Planning Section

**Carol Okerson**

Administrative Support Assistant, Policy and Planning Section

**Ray Villa**

Community Partnership Administrator, Community Engagement Division

**Ricardo Perine**

Detective, Chief Administrative Staff

**Kimberly Scott**

Sergeant, Youth Development Unit

**Austin Lanter**

Officer, Explorer Adviser

**Amanda Stamps**

Officer, Crisis Intervention Team Coordinator

**Team Dvorak****Michael J. Dvorak**

Assistant Chief, Investigations Bureau

**Thomas Intrieri**

Commander, Special Operations

**Michael Beaton**

Commander, Metro Division

**Timothy Walker**

Lieutenant, SWAT

**Edward Wessing**

Lieutenant, Criminal Investigations

**Conrad Cascio**

Detective, Chief Administrative Staff

**Team Filler****Tony Filler**

Assistant Chief, Patrol Operations Bureau

**Sharon Burlingame**

Commander, Criminal Investigations

**Jeffery Thompson**

Commander, Superstition Division

**Kenneth Cost**

Commander, Fiesta Division

**Troy Thompson**

Detective, Chief Administrative Staff

**John Williams**

Commander, Retired

## **Team Lythgoe**

**Anthony Lythgoe**

Assistant Chief, Administrative Services Bureau

**Bill Peters**

Commander, Technical Services Division

**Patrick Phelps**

Police Technical Services Administrator

**Daniel Stegenga**

Sergeant, Technical Services Division

**Troy Thompson**

Detective, Adjutant, Chief's Office

## **Team Sorensen**

**Nancy Sorensen**

Police Staff Attorney, Legal Services

**Andrew Alonzo**

Lieutenant, Legal Services

**John Raschke**

Lieutenant, Internal Affairs

**Anthony Polse**

Police Legal Advisor, Legal Services

**Christine Ference**

Management Assistant, Legal Services

## **Others:**

**Joan Nealon**

Administrative Service Assistant, Chief Administrative Staff

**Jenna Runyon**

Administrative Services Assistant, Chief Administrative Staff



# Command Staff



**Chief of Police**  
John Meza



**Assistant Chief**  
Michael J. Dvorak



**Assistant Chief**  
Tony Filler



**Assistant Chief**  
Anthony Lythgoe



**Assistant Chief**  
Michael Soelberg



**Commander**  
Anthony Abalos



**Commander**  
Michael Beaton



**Commander**  
Sherry Burlingame



**Commander**  
Daniel Butler



**Commander**  
Kenneth Cost



**Commander**  
Thomas Intrieri



**Commander**  
Bill Peters



**Commander**  
Lee Rankin



**Commander**  
Jeff Thompson



**Commander**  
Edward Wessing



**Forensic Services  
Administrator**  
Kim Meza



**Staff Attorney**  
Nancy Sorensen



**Police Community  
Partnership  
Administrator**  
Ray Villa



**Fiscal Manager**  
Krisa York









P.O Box 1466 | Mesa, Arizona 85211 | [www.mesaaz.gov/residents/police](http://www.mesaaz.gov/residents/police)

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