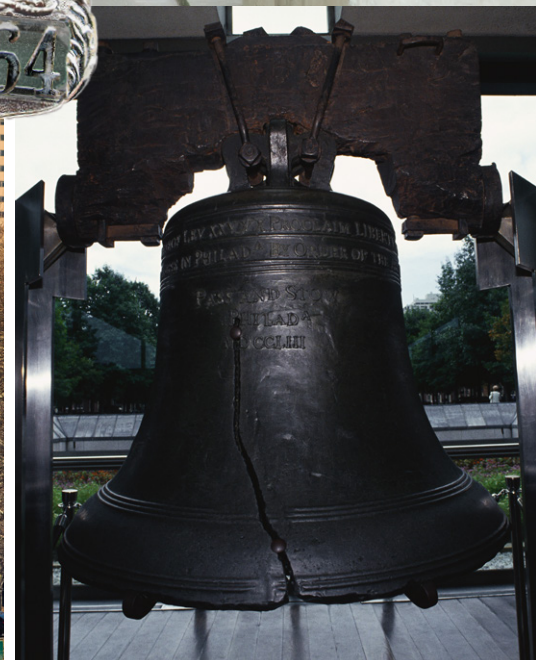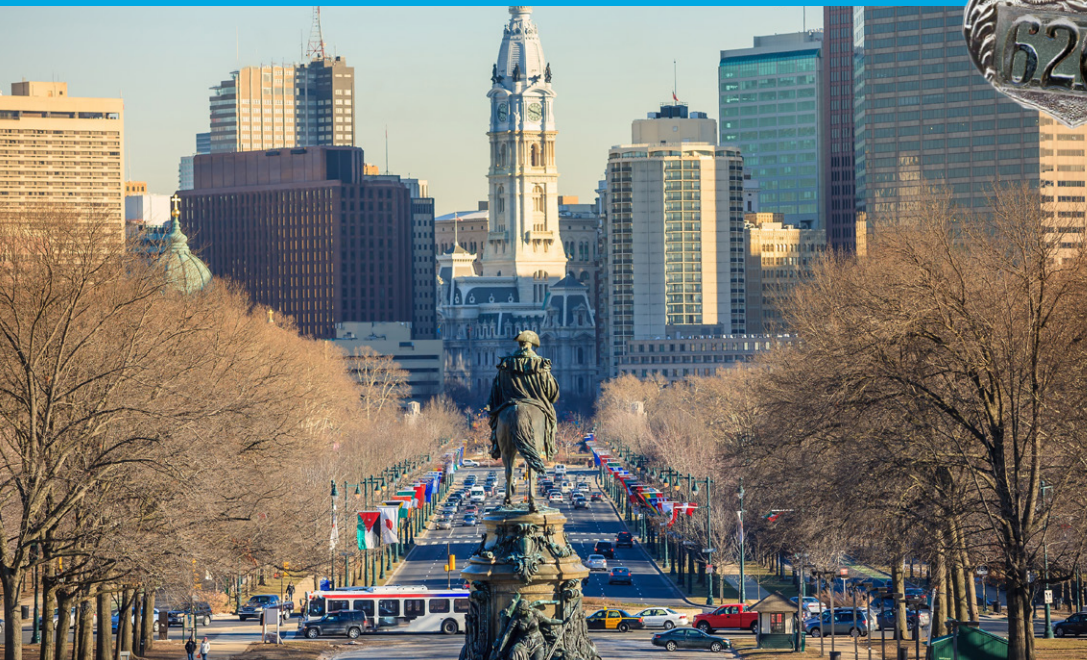# COLLABORATIVE REFORM INITIATIVE

Interim Final Report of the Philadelphia Police Department

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COPS
Community Oriented Policing Services
U.S. Department of Justice

CNA
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Background

In June 2013, Commissioner Charles H. Ramsey of the Philadelphia Police Department (PPD) requested technical assistance from the U.S. Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS Office) through the Collaborative Reform Initiative for Technical Assistance (CRI-TA). While Philadelphia was experiencing reductions in violent crime and assaults against the police, the city was also experiencing increases in fatal officer-involved shootings. Following Commissioner Ramsey's retirement in January 2016, then-First Deputy Commissioner Richard Ross was appointed commissioner of the PPD. Under his tenure, the PPD continued the collaborative reform process as originally planned.

CRI-TA provides law enforcement agencies in the United States with an option to closely assess emerging issues of concern that, if left unchecked, might develop into serious problems requiring extensive and expensive reform efforts. Through CRI-TA, independent organizations conduct assessments of the identified problems in a police agency and recommend reforms aimed at eliminating or substantially reducing the problems; they then monitor the police agency's implementation of those reforms for 12 to 18 months, helping to insure that the reforms have a lasting effect. Of the 16 law enforcement agencies that have participated in CRI-TA, the PPD is the largest law enforcement agency to participate to date. The PPD is the nation's fourth largest police department, with more than 6,600 sworn members and 800 civilian personnel.[1] The PPD is the primary law enforcement agency responsible for serving Philadelphia County, extending over 140 square-miles in which approximately 1.5 million people reside.[2]

The goals of CRI-TA at the PPD included examining and reforming deadly force training, policies, and practices in the PPD and improving community involvement in these matters. The objectives of this assessment included the following:

- Enhance training as it relates to officer and public safety in deadly force situations.
- Improve the quality and transparency of deadly force investigations from both criminal and administrative standpoints.
- Strengthen the use of force review process.
- Institutionalize organizational learning processes and practices related to deadly force incidents.

At the request of the COPS Office, CNA[3] conducted a thorough assessment of trends and patterns in use of force and deadly use of force at the PPD as well as of training, policies, and practices pertaining to use of force and deadly force.

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1. "Home – About Us," Philadelphia Police Department, accessed Jan 8, 2017, http://www.phillypolice.com/.
2. Ibid.
3. CNA is a research and analysis firm specializing in policing reform issues around use of force and police-community relations. CNA worked with the COPS Office to develop the Collaborative Reform Initiative and worked on CRI-TA projects in Las Vegas, Nevada; Spokane, Washington; and Fayetteville, North Carolina, in addition to the Philadelphia project.

The COPS Office published the initial assessment report, *Collaborative Reform Initiative: An Assessment of Deadly Force in the Philadelphia Police Department*, in March 2015.[4] That report presented a detailed analysis of use of force incidents in the PPD from 2007 to 2013. The analysis revealed that during those years, the PPD averaged about 50 officer-involved shootings (OIS) per year and that the number of OISs had declined in recent years. However, the percentage of OISs that involved PPD officers shooting at unarmed individuals increased over that same time period, from approximately 8 percent to more than 20 percent.[5]

While the release of the assessment report in March marked the completion of the assessment phase, the COPS Office, CNA, and the PPD continued their collaboration to support the implementation of the 91 recommended reforms included in that report. Tracking the implementation progress of these reforms began in April 2015 and continued through December 2016, a period of 20 months.

The COPS Office published the initial progress report, *Collaborative Reform Initiative: Six-Month Assessment Report on the Philadelphia Police Department*, in December 2015.[6] The six-month assessment is the first of two reports that CNA published on the PPD's progress toward implementation of the recommended reforms. It informed all stakeholders (i.e., the PPD, the DOJ, and the Philadelphia community) of the PPD's progress as of that date.

During 2016, CNA conducted additional site visits and interviews with PPD personnel and community members; directly observed PPD activities; analyzed related data; and continued to review supporting documentation provided by the PPD regarding activities related to the reform recommendations. This final progress report documents the status of the implementation of the recommended reforms at the completion of the monitoring phase. We group the reforms into six categories and provide a summary of the PPD's progress in each category: policies, recruit training, in-service training, investigations, deadly force review and officer accountability, and external oversight and transparency. Following these sections, we provide conclusions and recommendations regarding the PPD's path forward.

4. George Fachner and Steven Carter, *An Assessment of Deadly Force in the Philadelphia Police Department*, Collaborative Reform Initiative (Washington, DC: Office of Community Oriented Policing Services, 2015), http://ric-zai-inc.com/Publications/cops-w0753-pub.pdf.

5. Ibid., 17–33.

6. Coldren, James, Steven Carter, James LaRochelle, and Ashley Shultz, *Six-Month Assessment Report on the Philadelphia Police Department*, Collaborative Reform Initiative (Washington, DC: Office of Community Oriented Policing Services, 2015), https://ric-zai-inc.com/Publications/cops-w0792-pub.pdf.

Progress toward Report Recommendations

The Philadelphia Police Department (PPD) has made significant progress toward the implementation of the 91 Collaborative Reform recommendations included in the assessment report regarding the PPD's use of force and officer-involved shootings. The assessment team has determined that 91 percent of the recommended reforms are either **complete**, **partially complete**, or **in progress** as of the delivery of this report. Two-thirds of the 91 recommendations—or 61 recommendations—have been successfully completed, including the following:

- 17 of 20 use of force recommendations
- Seven of 16 basic recruit training recommendations
- 10 of 14 in-service training recommendations
- 15 out of 18 investigations recommendations
- Five out of 12 use of deadly force review and officer accountability recommendations
- Seven out of 11 *External Oversight and Transparency* recommendations

Another four recommendations are partially complete, while 18 are in progress, representing 20 percent of the recommendations.

Of the eight recommended reforms where there has been no progress by the PPD during the monitoring period, three are under review and will likely be moved to complete, partially complete, or in progress before the final report is published. Two depend on future negotiations with the PPD's collective bargaining unit, which will not take place until July 1, 2017. Two pertain to recommended improvements to the PPD website to promote greater transparency of information in accordance with national best practices, and these require further research, discussion, and time to implement. One recommended reform could not be completed as outlined in the initial assessment report; however, the PPD took other actions to meet the spirit of the recommendation, which will be further detailed within the final report. Thus, the PPD has completed most of the recommended reforms at the conclusion of the Collaborative Reform Initiative for Technical Assistance in Philadelphia.

While some of the Philadelphia Collaborative Reform Initiative recommendations have not yet been completed, it is our belief that the PPD is committed to continuing their progress toward implementing the recommendations, although it will require additional time and effort. They have also expressed a commitment to working with the Philadelphia community in their efforts to continue progress on the reforms.

This interim final progress report assigns one of four statuses to each of the 91 recommendations contained in the assessment report: complete, partially complete, in progress, or no progress (see table 1).

Table 1. Definitions of recommendation statuses

Status		Definition
✓	Complete	The recommendation has been sufficiently demonstrated to be complete based on the assessors' review of submitted materials, observations, and analysis. Ongoing review of this recommendation throughout the monitoring period might be necessary to determine whether this reform has been fully institutionalized within the department.
P✓	Partially complete	The agency has submitted materials that they believe demonstrate completion of the recommendation. However, the assessors have deemed that additional effort is needed to complete the recommendation. The agency has stated that no further work will be forthcoming on the recommendation.
▲	In progress	Implementation of the recommendation is currently in progress based on the assessors' review of submitted materials, observations, and analysis.
✗	No progress	The agency has not sufficiently demonstrated progress toward implementation of the recommendation.

Table 2 shows the tally of the status of the 91 recommendations as of January 5, 2017. To date, the PPD has completed 61 recommendations, has made demonstrable progress on an additional 22 recommendations (those listed as partially complete and in progress), and has made no progress on eight recommendations. At the final phase of monitoring, 71 percent[7] of the 91 reform recommendations are complete or partially complete with another 20 percent in progress. Thus, 91 percent of the 91 recommendations for the PPD are complete, partially complete, or in progress.

Table 2. Status of PPD assessment report recommendations

Status		Reforms / Recommendations (N)	Percent (%)
✓	Complete	61	67
P✓	Partially complete	4	4
▲	In progress	18	20
✗	No progress	8	9
Total		91	100

Use of force policies

This topic includes 20 recommendations based on an analysis of PPD directives 10 and 22, which are the department's use of force policies. Several other directives and policies influence officer decision making, public encounters, and critical incidents, such as directive 111 on crisis response and critical incident negotiations; directive 136 on severely mentally disabled persons; and directive 146 on foot pursuits.

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7. The CNA monitoring team is currently reviewing documents that will likely move eight recommendations to Complete for an anticipated total of 76 percent of the reform recommendations.

Table 3 summarizes the status of the 20 recommendations regarding use of force policies and is followed by commentary on the status of each individual recommendation. Of the 20 recommendations, 17 are complete (85 percent), 2 are in progress (10 percent), and one has had no progress made.

Table 3. Status of use of force policies recommendations

	Status	Reforms / Recommendations (N)	Percent (%)
✔	Complete	17	85
P✔	Partially complete	0	0
▲	In progress	2	10
✘	No progress	1	5
	Total	20	100

The PPD made notable progress in enhancing its use of force policies by substantially revising directives 10 and 22, as well as developing an accompanying standard 1.5-hour in-service training module and video from the commissioner. The directives now

- include additional narrative context describing the appropriate level of force to be applied under various circumstances;
- expound upon the principles of *Graham* v. *Connor* to guide officers in deadly force decision making;
- account for and require any officers witnessing the inappropriate initiation of force to report.

The revised directives also substantially changed the department's policies regarding the use of electronic control weapons (ECW). The PPD now

- clearly illustrates where using ECWs are appropriate and inappropriate in a use of force decision chart;
- requires officers who accidentally discharge an ECW and strike a suspect or non-suspect to complete a use of force report;
- requires officers to carry ECWs on their duty belt at all times while on duty.

Given that law enforcement agencies have increasingly become first responders to people experiencing mental health crises, it is noteworthy that the PPD continues to dispatch Crisis Intervention Team (CIT)–trained officers to calls for service involving persons in a probable state of mental crisis. In addition, the PPD now records and tracks incidents when a CIT officer is requested or needed to respond to an incident by creating and implementing four new calls in the computer-aided dispatch (CAD) system.

While the PPD made progress in implementing these reforms, more work remains to ensure officers' acknowledgment of receipt of training bulletins and policy updates. Recommendation 2.3 addresses the need for the PPD to incorporate officers' acknowledgment into the PPD's training record-keeping system. This recommendation remains in progress, as the department has acquired a system that will incorporate these receipts into its training record-keeping system and is currently incorporating information specific to the department. Then, the system will be rolled out to commanders for review and training in early 2017.

However, there are some remaining software issues and resource constraints in that the department only has a little over 100 licenses that they should continue to address and seek to eventually overcome to ensure all officers within the PPD are able to acknowledge receipt of training bulletins and policy updates.

Basic recruit training

This topic included 16 recommendations, which were based on a comprehensive assessment of the PPD's recruit academy training as it relates to deadly force. These recommendations included defensive tactics, de-escalation, use of force, and firearms.

Table 4 summarizes the status of the 16 recommendations regarding basic recruit training and is followed by commentary on the status of each individual recommendation. Of the 16 recommendations, seven are complete (44 percent), and nine are in progress (56 percent).

Table 4. Status of basic recruit training recommendations

	Status	Reforms / Recommendations (N)	Percent (%)
✔	Complete	7	44
P✔	Partially complete	0	0
▲	In progress	9	56
✘	No progress	0	0
Total		16	100

The PPD made progress in enhancing basic recruit training. The department created formal, ongoing collaboration between the Field Training Unit (FTU) and the training academy. The FTU and Recruit Training Unit (RTU) commanders and staff now participate in monthly meetings to coordinate training. This collaboration allowed the PPD to make significant improvements to its academy. In working with the FTU, the academy was able to complete recommendation 11.2 by adding a full day of shooting near the end of the academy to reacquaint the recruits with the mechanics of shooting, because skills that require continual training and refinement, such as firearms, should be staggered throughout the length of the academy, according to national best practices.

The PPD made additional improvements to its basic recruit training by establishing a minimum continuing education requirement for all training staff to remain certified by the PPD. All instructors are now required to attend the Municipal Police Officers' Education & Training Commission (MPOETC) annual instructor training and obtain certification annually. The MPOETC sets certification and training standards for police officers employed by municipalities in the Commonwealth of Pennsylvania. The academy reviews the instructor list to ensure all instructors are in the rotation to meet the annual requirement.

In addition, the PPD significantly revamped its reality-based training (RBT) program for both basic recruit and in-service, which is now housed in a separate facility at the academy. The department developed a catalog of scenarios based on real-world incidents experienced by PPD officers and other officers across

the country, which the department uses for RBT. The PPD also increased the amount of RBT offered to academy recruits and added an additional day of RBT to its annual in-service training requirements.

Two recommendations (17.1 and 17.2) address the need for the PPD to expand community-oriented policing concepts and activities. While the PPD's academy significantly increased the scope and duration of its training on core and advanced community-oriented policing concepts, thereby completing recommendation 17.1, more work remains to increase community policing activities in Philadelphia in order to complete recommendation 17.2; therefore, it remains in progress. In 2012, the PPD used the Community Policing Self-Assessment Tool (CP-SAT) to assess the department's community policing activities. ICF International compiled and analyzed the results. The PPD completed the initial CP-SAT in 2012 and completed a follow-up assessment in 2016. Overall, the PPD showed little improvement in self-reported community policing activities between 2012 and 2016. They consistently ranked themselves near a 3.0 (on a scale from 1, indicating low community policing implementation, to 5, indicating high implementation; thus a modest score) for all three categories: community partnerships, problem solving, and organizational transformation. Most categories and questions reported a very slight increase in usage of community policing principles (+0.10 - +0.30). The PPD's 2016 scores were level with similar agencies but slightly below the average of all agencies that have completed the CP-SAT.

In-service training

This topic included 14 recommendations, which were based on a comprehensive assessment of the PPD's in-service training program. These recommendations included the structure of PPD in-service training, officer requirements, and various types of in-service training available to PPD officers.

Table 5 summarizes the status of the 14 recommendations regarding in-service training and is followed by commentary on the status of each individual recommendation. Of the 14 recommendations, 10 are complete (71 percent), three are in progress (21 percent), and one is partially complete (7 percent).

Table 5. Status of in-service training recommendations

	Status	Reforms / Recommendations (N)	Percent (%)
✔	Complete	10	71
P✔	Partially complete	1	7
▲	In progress	3	21
✘	No progress	0	0
Total		14	100

The PPD made progress in expanding in-service training. The department made a substantial organizational investment in developing an 11-week field development program (FDP) and a new field training protocol (FTP). The PPD's FTP exceeds state standards and, even in its current status, surpasses those of other eastern urban police departments. However, it does not meet the standards of several FTP

programs recognized as exemplary, such as San Jose, California, and Reno, Nevada. The assessment team provided detailed technical assistance to the PPD on the widely used San Jose field training officer model, which is a 12- to 16-week program. In addition, the team provided information on the Reno police training officer (PTO) model. While recommendation 22 is complete, the PPD should look to these exemplary models to continue making improvements in in-service training.

In addition, the department increased its offerings of mandatory in-service training, which now include trainings in procedural justice and unconscious bias and law enforcement, as well as recertification training programs for ECWs and CIT officers.

One recommendation (24) concerned the PPD training staff, noting that they lacked opportunities for exposure to day-to-day officer experiences. If training staff are too far removed from working in the field, they are not able to effectively communicate course lessons in a context that resonates with field officers' day-to-day experiences. The PPD now requires training staff members to work a shift in a patrol district in a two-officer car at least twice annually. The periods range from two days to two weeks.

Recommendation 28.1, which suggests the PPD reinstitute the rotating simulation use of force training program, remains partially complete because the PPD has neither money for firearms training simulator (FATS) machines nor the requisite safety protocols in place at remote locations.

To enable the department to analyze and proactively address any department-wide or officer-specific tactical deficiencies, officer performance in training should be recorded to track officer progress department-wide and flag any tactical issues that may require additional targeted training. While the department found a document management program useful for tracking policy updates and training materials, it is lacking in other critical areas needed by the PPD, including that it is not designed to track an officer's training progress and deficiencies throughout their career. Therefore, this recommendation (25.2) remains in progress. The PPD should explore other automated options to implement or the possibility of creating this tracking tool in-house.

Investigations

This topic includes 18 recommendations for improving investigations of police shootings and police use of force (UOF) in the PPD. The assessment team derived these recommendations from three sources of information: (1) review of the manuals and policies pertaining to use of force and deadly force investigations at the PPD, (2) review of information obtained through interviews with members of the shoot team in the Internal Affairs Division (IAD) that conducts administrative use of force investigations, and (3) systematic assessment of the quality of the PPD's UOF investigation files. The systematic review concluded that the PPD's UOF investigations were rated "fair," attaining a 3.2 score on a rating scale from 1 to 5, based on the independent assessment of four experienced officer-involved shooting (OIS) investigators.

Table 6 below summarizes the status of the 18 recommendations regarding UOF investigations. Of the 18 recommendations, 15 are complete (83 percent), two are in progress (17 percent), and one has had no

progress made (6 percent). Following is a review of the PPD's progress on the recommendations pertaining to investigations.

Table 6. Status of investigations recommendations

	Status	Reforms / Recommendations (N)	Percent (%)
✓	Complete	15	83
P✓	Partially complete	0	0
▲	In progress	2	11
✗	No progress	1	6
Total		18	100

The PPD made significant progress in the investigations area since the publication of the first progress report in December 2015. Perhaps most importantly, the PPD established a new unit for the criminal investigation of all deadly force incidents (recommendation 31.1). Initially, the PPD sought to identify an external investigating body for these incidents; however, that was not feasible, primarily because no organization other than the PPD had the resources and capacity to carry out thorough criminal investigations of PPD deadly force incidents. Thus, the department opted to create a new internal unit with this responsibility, called the Officer Involved Shooting Incident (OISI) Unit. This unit is under the direction of a captain and comprises three sergeants and eight detectives.

The PPD completed several important corollary recommendations following the establishment of the OISI Unit, including the drafting of the OISI Unit operations manual, which contains a number of directives that satisfy several of the recommendations in this area and which details the training required for unit investigators. The OISI Unit operations manual contains specific information regarding the public safety statement provided by officers involved in shooting incidents and the process of walking through the shooting scene as well as establishing control of the scene by the OISI, video recording of the scene, conducting interviews of involved officers within 72 hours of the incident, closing investigations within 30 days, and provides other critical guidance. CNA's review of the operations manual and other documentation provided by the PPD resulted in the designation of most of the recommendations regarding OIS investigations as completed.

In addition, the CNA monitoring team conducted a review of 10 OIS investigation case files, for cases investigated after the publication of the original PPD assessment report in March 2015, to assess whether improvement had been made in the quality of OIS investigations. Our review found evidence of improvement in OIS investigations. For example, the files contained evidence that the PPD does video tape the OIS scenes, that the investigations are closed within 30 days, and that involved officers are interviewed within 72 hours of the incident. However, we did not find improvements in all aspects of OIS investigations; some aspects of OIS investigation documentation would still benefit from improvements, such as the development of an OIS scene photography protocol, audio and video taping of all critical

witnesses and suspects in OIS incidents, and video recording of all interviews of discharging officers in OIS incidents. This latter recommendation was opposed by the officers' collective bargaining unit.

Use of deadly force review and officer accountability

This topic included 12 recommendations regarding the review of OISs and UOF incidents and procedures for holding PPD officers accountable for policy non-compliance. The assessment team derived these recommendations from four sources of information: (1) review of the manuals and policies pertaining to use of force and deadly force within the PPD Office of Professional Responsibility (OPR), (2) interviews with members of the PPD Use of Force Review Board (UFRB), (3) observation of UFRB meetings covering 20 UOF cases, and (4) an analysis of outcomes and disciplinary data from UFRB files.

Table 7 summarizes the status of the 12 recommendations regarding UOF review and officer accountability and is followed by commentary on the status of each individual recommendation. Of the 12 recommendations, five are complete (42 percent), three are in progress (25 percent), two are partially complete (17 percent), and two have had no progress (17 percent).

Table 7. Status of UOF review and officer accountability recommendations

	Status	Reforms / Recommendations (N)	Percent (%)
✔	Complete	5	42
P ✔	Partially complete	2	17
🔺	In progress	3	25
✖	No progress	2	17
	Total	12	100

The PPD has made progress in several areas regarding the UOF review process and officer accountability; however, since the publication of the original PPD assessment report in March 2015, its work on several key recommendations pertaining to the PPD UFRB and officer accountability remained either in progress or not started at the conclusion of the monitoring period in December 2016. It is important to note that the recommendations in this area touch on key areas regarding the functions of the UFRB and officer discipline that have implications for the collective bargaining agreement and negotiations. Thus, the PPD executive management staff could not address several recommendations during this report period. The next labor contract negotiation is scheduled for July 2017, and it is not certain that Collaborative Reform recommendations in this section will be addressed during those negotiations.

One key recommendation (40.1) concerned the merging of the UFRB and the Police Board of Inquiry (PBI), and another concerned the work of this newly merged board regarding incident review. Because the merger did not occur, recommendation 40.1 had no progress, and recommendation 40.2, regarding incident review, remains in progress, because the UFRB conducts incident reviews, though not in conjunction with the PBI.

The UFRB implemented several recommendations regarding its composition by including civilian representation (a representative from the Police Advisory Board) and command staff representation. However, the UFRB still does not include peer officers, resulting in a status of partially complete.

Recommendation 41, which addresses the articulation of disciplinary actions for firearms policy violations, remains partially complete, again because of the pending labor contract negotiations.

Two recommendations, 44.1 and 44.2, address the need for the PPD to internally institutionalize the work and responsibilities conducted in the pursuit of agency reform under this Collaborative Reform Initiative (e.g., keeping abreast of national standards and developments regarding UOFs and OISs, progress monitoring, policy review, and linking officer actions and mistakes to training and policy development). Both recommendations remain in progress, as PPD leadership has indicated its intention to establish a new internal unit with these responsibilities, though the unit has not been formally established (see the chapter on conclusions for additional information on this topic).

External oversight and transparency

This topic includes 11 recommendations regarding the PPD's relationship with the citizen oversight function and its progress toward transparency regarding how the agency responds to police UOF. These recommendations were derived from three sources of information: (1) a review of the manuals and policies pertaining to public release of information on UOF and OISs, (2) interviews with PPD command staff and staff from the PPD Office of Communications, and (3) interviews with community members.

Table 8 summarizes the status of the 11 recommendations regarding external oversight and transparency and is followed by commentary on the status of each individual recommendation. Of the 11 recommendations, seven are complete (64 percent), one is in progress (9 percent), and three have had no progress made (27 percent).

Table 8. Status of external oversight and transparency recommendations

	Status	Reforms / Recommendations (N)	Percent (%)
✔	Complete	7	64
P ✔	Partially complete	0	0
▲	In progress	1	9
✖	No progress	3	27
	Total	11	100

The PPD made notable progress regarding the implementation of Collaborative Reform recommendations pertaining to external oversight of the department, primarily through its improved relationship with the Police Advisory Commission (PAC) and its implementation of body-worn cameras. However, the PPD made little progress regarding the amount of detailed information it provides on its website pertaining to police shootings, use of force, and police officer accountability.

Evidence of the improved relationship between the PPD and the Police Advisory Board is found in the fact that the PPD provides detailed information regarding all OISs to the PAC (recommendations 46 and 47.2). Interviews with the PAC executive director affirm this conclusion.

Progress toward transparency and efforts to improve community trust in the PPD is evidenced by the PPD's steady progress toward the implementation of body-worn cameras (BWC) (recommendations 48.1, 48.2 and 48.3). Since the publication of the PPD assessment report in March 2015, the PPD has successfully implemented a BWC pilot program, has worked with research partners from Temple University to comprehensively assess the pilot program, and continues with plans to implement BWCs more broadly within the police department.

We observed less progress regarding modifications to the PPD website that would allow the posting of more, and more detailed, information regarding OISs and investigation details, and the PPD has still not published an annual report regarding trends and information regarding OISs department-wide. The PPD indicates that this report is under development; thus, this recommendation (45.4) is considered in progress.

Next Steps

In the interest of continued progress at the PPD, and in recognition of the department's ongoing pursuit of improvements regarding police-community relationships and the development of stronger trust with the community it serves, we offer several recommendations for the PPD's consideration. These recommendations are not binding; they reflect our interest and the department's interest in continuing the progress achieved through the Collaborative Reform process.

First, and perhaps most important, the PPD should continue working toward the goals identified in recommendations 43 (continue to refine the OIS and UOF case review processes), 44.1 (establish a permanent office for organizational learning), and 44.2 (through this office, convene a bi-annual work group). Each of these recommendations addresses the importance of considering Collaborative Reform as an ongoing organizational development and improvement process—a process that should be refined, strengthened, and continually assessed according to emerging national standards and best practices regarding police use of force, police shootings, and police-community relations. The PPD commissioner stated his intention to take this course of action, and now that new policies, procedures, and practices have been integrated into the PPD through the Collaborative Reform process, it is a logical and opportune time to take specific actions to ensure that this progress continues. In addition, the mayor of Philadelphia will soon promulgate a revised executive order addressing the structure and responsibilities of the Police Advisory Commission (integrating the work of the Civilian Oversight Board into the PAC), instructing the PAC to similarly continue to advance progress in police reform, civilian oversight, and the accountability of the PPD to the community. We urge the PPD and the PAC to work together on this very important task and to continue developing mutually supportive goals and objectives.

Second, there is room for improvement in the PPD's approach to community policing; this work should continue in a more aggressive fashion than it did under Collaborative Reform. The results of the comparison of the PPD's self-reported community policing self-assessment surveys (conducted in 2012 and 2016) suggest that the PPD has not made enough progress in advancing community policing over the past several years. Community policing goes hand in hand with such important goals as officer safety, building community trust in the police, effectiveness of police operations, and enhancement of public safety. We urge the PPD to make stronger strides toward the implementation of community policing department-wide and citywide.

Finally, with its participation in the Collaborative Reform Initiative for Technical Assistance, the PPD has placed itself among the leading police agencies in the country regarding the monitoring, assessment, and improvement of all aspects of police use of force and police shootings. We applaud the PPD's leadership, personnel, and community in undertaking these efforts and encourage the PPD to institutionalize the policies, procedures, and practices it has adopted through Collaborative Reform over the past several years. In doing so, the PPD will remain at the forefront of contemporary policing in the United States.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem solving approaches based on collaboration. The COPS Office awards grants to hire community police and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Another source of COPS Office assistance is the Collaborative Reform Initiative for Technical Assistance (CRI-TA). Developed to advance community policing and ensure constitutional practices, CRI-TA is an independent, objective process for organizational transformation. It provides recommendations based on expert analysis of policies, practices, training, tactics, and accountability methods related to issues of concern.

Since 1994, the COPS Office has invested more than $14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.

- To date, the COPS Office has funded the hiring of approximately 129,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.

- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.

- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs.

- The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement.

The COPS Office information resources, covering a wide range of community policing topics—from school and campus safety to gang violence—can be downloaded at www.cops.usdoj.gov. This website is also the grant application portal, providing access to online application forms.

This summary report details how the Philadelphia Police Department (PPD) has made significant progress toward the implementation of the 91 Collaborative Reform recommendations included in the initial assessment report regarding the PPD's use of force and officer-involved shootings. The assessment team has determined that 91 percent of the recommended reforms are either complete, partially complete, or in progress as of the delivery of this report. This summary of the PPD's participation in the Collaborative Reform Initiative for Technical Assistance demonstrates that although some of the Philadelphia Collaborative Reform Initiative recommendations have not yet been completed, the PPD is committed to continuing their progress toward implementing the recommendations. As a result of these efforts, the PPD is among the leading police agencies in the country regarding their monitoring, assessment, and improvement of all aspects of police use of force.