

May 20, 2015

The Honorable Darrell Clarke
City Council President
City Hall, Room 490
Philadelphia, PA 19107

Dear Council President Clarke:

This letter is in response to questions raised at the April 15th, 2015 hearing before the Committee of the Whole on the Fiscal Year 2016 proposed budget for the Police Department. The questions were recorded as follows:

From Council President Clarke:

1. Can you forward to the Chair the demographics of the classes over the past four years?

RACE	2011	% OF CLASS	2012	% OF CLASS	2013	% OF CLASS	2014	% OF CLASS
W/M	68	57.6%	30	58.8%	136	60.4%	103	54.2%
W/F	8	6.8%	4	7.8%	21	9.3%	25	13.2%
AA/M	22	18.6%	5	9.8%	21	9.3%	27	14.2%
AA/F	3	2.5%	2	3.9%	11	4.9%	8	4.2%
H/M	9	7.6%	5	9.8%	21	9.3%	18	9.5%
H/F	1	0.8%	1	2.0%	5	2.2%	5	2.6%
A/M	6	5.1%	3	5.9%	7	3.1%	4	2.1%
A/F	0	0.0%	0	0.0%	3	1.3%	0	0.0%
Other/M	1	0.8%	1	2.0%	0	0.0%	0	0.0%
Total	118	100.0%	51	100.0%	225	100.0%	190	100.0%

2. Can you forward a timeline on the implementation of the DOJ/CNA recommendations?

Please see Attachment 1 for this information.

From Councilman Johnson:

3. Can you provide to the Chair a list of the members of the Public Safety committee?

The members of the Police Community Oversight Board for the Implementation of COPS' Use of Force Recommendations. are:

Dean JoAnne Epps, Temple University Law School, Chair
Nina Ahmad, Executive VP, JNA Capital & chair of the Mayors Commission on Asian American Affairs
Kelvyn Anderson, Executive Director, Police Advisory Commission
Kenneth Naroen Chhin, 1 Love Movement
Richard Costello, Political Coordinator, FOP Lodge #5

Edwin Desamour, Executive Director, MIMIC Inc. (Men in Motion in the Community)
 Liz Dow, CEO, Leadership Philadelphia, Inc.
 Joe Garcia, Captain for Communications, Training & Development, Temple University Police
 Charles Gibbs, Attorney, The Green Firm
 Councilman Bobby Henon, 6th Councilmanic District
 Abby Stamelman Hocky, Executive Director, Interfaith Center of Greater Philadelphia
 John Hollway, Executive Director, Quattrone Center for Fair Administration of Justice at Penn Law
 Carlton Johnson, Attorney, Archer & Greiner
 Dorothy Johnson-Speight, Executive Director, Mothers In Charge
 Damone Jones, Senior Pastor, Bibleway Baptist Church
 Councilman Curtis Jones, 4th Councilmanic District
 Rue Landau, Executive Director, Human Relations Commission
 Mohammad Rizwan Mallick, local business owner
 Rodney Muhammad, President, Philadelphia Chapter of the NAACP
 Councilwoman Maria Quiñones-Sánchez, 7th Councilmanic District
 Pedro Ramos, Attorney, Schnader Harrison Segal & Lewis
 Ellen Somekawa, Exec. Director, FACTS Charter School
 Joy Soto, Executive Director, Philadelphia Youth Commission
 Alan Yatvin, Attorney, Popper & Yatvin, KYW

From Councilman Jones:

4. **Can you provide the number of homicides over the past three years and the homicide clearance rate? What is the trend for the homicide clearance rate? What can we do to increase the clearance rate?**

YEAR	# OF HOMICIDES	# SOLVED	# UNSOLVED	CLEARANCE %
2011	324	195	129	60
2012	331	210	121	63
2013	247	136	111	55
2014	248	120	128	48
2015	67	29	38	43

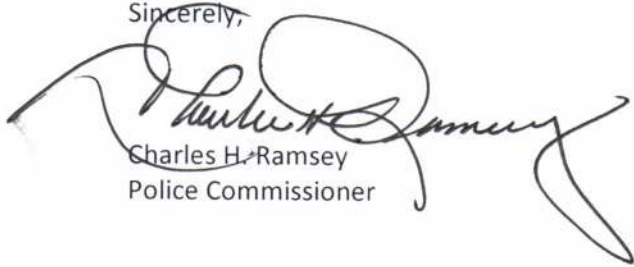
NOTE - The percentage reflects only the percentage of cases solved, that occurred in that year.

Initiatives to be taken to increase the clearance rate are as follows:

- Supplementary Training and advanced interview and interrogation training for investigators
- Enhancing relations with the community to inspire witnesses to come forward
- Continue our work with the Philadelphia District Attorney's Office to offer protective services to witnesses when essential
- Continue to use social media to develop information on unsolved homicides and promote rewards offered for information leading to the arrest and conviction of offenders.
- Ensure crime scene response remains rapid and utilize body worn camera technology to assist in identification of suspects and witnesses who may have been present at the scene on initial police interaction.

Please feel free to contact me with any questions you may have about the information provided in this response.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles H. Ramsey". The signature is fluid and cursive, with a large initial "C" and "R".

Charles H. Ramsey
Police Commissioner

cc: Everett Gillison, Chief of Staff
Rob Dubow, Director of Finance
Rebecca Rhynhart, Budget Director
Cintya Ramos, Deputy Budget Director



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

REC#	RECOMMENDATION	BASELINE CRITERIA	STATUS	UNIT/DEPT	CONTACT PERSON	TARGET DATE	PTF#
1.1	PPD should develop a standard training module on Directives 10 and 22 and require all sworn personnel to complete the training on an annual basis.	<i>Training lesson plan; general order or policy prescribing mandatory training; records/data of training completion; observation of training; interview with trainer(s) and training recipient(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	06/01/15	N/A
1.2	PPD should engage with officers and supervisors at the patrol level to seek their input on the clarity and comprehensibility of the department's use of force directives.	<i>PPD plan for use of force directive development; meeting minutes/notes from officer and line-supervisor meeting(s) re use of force directive; general order or policy prescribing the development of policies; interview with participating supervisor(s), officer(s)</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	1.4
2.1	PPD should revise Directives 10 and 22 at the same time to ensure the policies provide clear and consistent direction and guidance.	<i>PPD plan for use of force directive development; general order, policy, or manual prescribing the development of policies; interview with participating supervisor(s), officer(s)</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
2.2	For each district/unit, PPD should designate or assign an individual who is responsible for policy and training bulletin dissemination and auditing.	<i>Roster of training coordinators; general order or policy prescribing the role of training coordinators; interview with training coordinator(s)</i>		Deputy Commissioner Joyce & Deputy Commissioner Coulter	Chief Inspector Michael Cochrane & Chief Inspector Werner	05/27/15	N/A
2.3	PPD should incorporate officer's acknowledgement of receipt of training bulletins and policy updates into the PPD's training record-keeping system.	<i>Demonstration of new record-keeping process; report on training bulletin and policy update receipts</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	12/31/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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3	PPD should update Directive 10 to include additional narrative context describing the appropriate level of force to be applied under various circumstances.	<i>Directive 10</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
4	PPD should remove the term “probable cause” from Directive 10 and expound upon the principles of <i>Graham v. Connor</i> to guide officers in deadly force decision-making	<i>Directive 10</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
5	PPD should remove the term “imminent threat” from Directive 10.	<i>Directive 10</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
6.1	PPD’s “duty to intervene” should be revised to account for any officers witnessing the inappropriate initiation of force.	<i>Directive 22</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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6.2	PPD's "duty to intervene" should be expanded to include a "duty to report."	<i>Directive 22</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
7	<u>Directive 22 should state that officers are required to carry OC spray on their duty belt at all times while on duty.</u>	<i>Directive 22; direct observations; interview with supervisor(s), officer(s), documentation of periodic roll call inspections and, if appropriate, failure to carry OC</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
8.1	PPD should decouple ECWs and CIT both conceptually and operationally.	<i>Training bulletin related to ECW and CIT; ECW policy; ECW training lesson plan; interview with training staff, officer(s)</i>		Deputy Commissioner Coulter	Captain Francis Healy	05/31/15	5.6
8.2	ECWs should be a standard issued weapon for all PPD officers assigned to uniform street enforcement units.	<i>Strategic plan for equipping PPD officers; ECW lesson plan; ECW training schedule; ECW training completion records/data; roster of ECW-certified officers</i>		Deputy Commissioner Coulter		12/31/15	N/A
8.3	All PPD officers in uniformed enforcement units should be required to carry ECWs on their duty belt at all times.	<i>ECW policy; direct observations; roll-call/training bulletin regarding ECW inspection(s); interview with supervisor(s), officer(s), documentation of periodic roll call inspections and, if appropriate, failure to carry ECW</i>		Deputy Commissioner Coulter	Chief Inspector Michael Cochrane	05/31/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

REC #	RECOMMENDATION	BASELINE CRITERIA	STATUS	UNIT/DEPT	CONTACT PERSON	TARGET DATE	PTF #
8.4	PPD should continue to dispatch CIT officers to calls for service involving persons in a probable state of mental crisis.	<i>Dispatch training lesson plan; general order or policy prescribing the dispatch of CIT officers; demonstration of computer aided dispatch documenting CIT calls; interview with CIT officer(s), supervisor(s)</i>		Deputy Commissioner Coulter (S.O.P.)	Inspector Michael Gillespie	05/31/15	5.6
9.1	PPD's ECW policy should limit the number of cycles used per subject to three.	<i>Training lesson plans; Directive 10, Directive 22; ECW policy</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
9.2	PPD's use of force decision chart policy should clearly illustrate where using ECWs are appropriate and inappropriate.	<i>Training lesson plans; Directive 10, Directive 22; ECW policy</i>		Deputy Commissioner Coulter & Deputy Commissioner Joyce (Review)	Chief Inspector Michael Cochrane	05/31/15	N/A
9.3	ECW discharges used against handcuffed persons should be permissible only in cases where the officer or another is in danger of serious bodily injury	<i>Training lesson plans; Directive 10, Directive 22; ECW policy</i>		Deputy Commissioner Joyce	Chief Inspector Christopher Werner	05/31/15	N/A
9.4	Officers who accidentally discharge an ECW and strike a suspect or non-suspect should be required to complete a use of force report.	<i>Training lesson plans; Directive 10, Directive 22; ECW policy; other policy(s) related to reporting use of force; use of force reports</i>		Deputy Commissioner Joyce (Policy)	Chief Inspector Michael Cochrane	05/31/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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10	PPD should amend its policy and include a stronger prohibition on shooting at moving vehicles.	Training lesson plans; Directive 10, Directive 22		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
11.1	PPD should revise the sequencing of its academy curriculum so that recruits are continually building on previously learned skills.	Academy schedule; interview with academy recruit(s), instructor(s)		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A
11.2	Skills that require continual training and refinement, such as firearms, defensive tactics, and driving, should be staggered throughout the length of the academy.	Academy schedule; interview with academy recruit(s), instructor(s)		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A
12	PPD Should establish a minimum continuing education requirement for all training staff to remain certified by PPD.	Training staff roster; QIST data; general order or policy prescribing training staff requirements		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A
13	PPD should create formal, ongoing collaboration between FTU and the academy.	Meeting schedules/agenda; report; roster of attendees; interview with member(s) of FTU and academy		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	05/15/15	N/A
14.1	PPD should review and update its defensive tactics manual at least once every two years, taking into account PPD officer experiences and emerging best practices from the field.	Defensive tactics manual (with any changes highlighted); general order or policy prescribing defensive tactics review; documentation related to review; observations of DT; interview with DT trainer(s), recruit(s)		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	05/31/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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14.2	Ground fighting should be a part of PPD's defensive tactics training.	<i>Defensive tactics manual (with any changes highlighted); direct observations; interview with DT trainer(s), recruit(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	06/01/15	N/A
14.3	The PPD should discontinue training on the use of neck restraints and eliminate its use from the field except in exigent circumstances when life or grave bodily harm are at risk.	<i>Defensive tactics manual (with any changes highlighted); interview with DT trainer(s), recruit(s); training bulletin; Directive 10; Directive 22</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	05/01/15	N/A
15.1	PPD should revamp its academy de-escalation training, ensuring that recruits receive more hours of scenario training, which allows each recruit to exercise and be evaluated on verbal de-escalation skills	The PPD should revamp its academy de-escalation training, ensuring that recruits receive more hours of scenario training, which allows each recruit to exercise and be evaluated on verbal de-escalation skills.		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	2.2 & 2.7
15.2	PPD de-escalation training should be expanded to include a discussion of tactical de-escalation.	<i>De-escalation lesson plans; direct observation (if practical); interview with academy staff; interview with academy recruit(s)</i>		Deputy Commissioner Joyce	Chief Inspector Christopher Werner	07/01/15	2.2 & 2.7
16	ECW certification should be incorporated into PPD's basic recruit academy	<i>ECW lesson plans; academy schedule; direct observation (if practical); interview with academy staff; interview with academy recruit(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	05/31/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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17.1	PPD's academy should significantly increase the scope and duration of its training on core and advanced community oriented policing concepts	<i>Academy lesson plans; direct observation (if practical); interview with academy staff; interview with academy recruit(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	08/24/15 10/01/15	2.1
17.2	PPD should develop and implement an action plan in response to the organizational assessment on community oriented policing policies and practices throughout the department.	<i>Action plan</i>		Deputy Commissioner Richard Ross	Deputy Commissioner Kevin Bethel	Pending	1.5
18	PPD should conduct a complete audit of its use of force policy and legal instruction conducted throughout the academy and ensure that messaging is clear, consistent, and understandable.	<i>Structured audit plan and results; academy lesson plans</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	06/01/15	2.2
19	PPD should review all of its use of force course material, including lesson plans, case studies, and scenarios, and ensure that they demonstrate the opportunity for a peaceful resolution.	<i>Academy lesson plans with highlighted portions outlining opportunity for peaceful resolution; direct observation (if practical); interview with academy staff; interview with academy recruit(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	05/31/15	1.6
20	PPD should increase the amount of reality-based training offered to academy recruits.	<i>Academy lesson plans with planned hours each recruit will have to engage in SBT; direct observation (if practical); interview with academy staff; interview with academy recruit(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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21	PPD scenarios should be developed in a formal fashion and include learning objectives and evaluation criteria.	<i>Academy lesson plans; evaluation instruments; direct observation (if practical); interviews with academy staff; interview with academy recruit(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	5.7
22	PPD should develop a field-training program.	<i>Field training program manual including all required training objectives and sample daily/summary field reports; FTO selection criteria and district compliance oversight; roster of FTOs; interview with FTO(s); interview with recent recruit graduate(s)</i>		Deputy Commissioner Bethel	Chief Inspector Christopher Werner	05/31/15	5.13
23.1	PPD should add at least one additional day of reality-based training (RBT) to its annual requirements.	<i>In-service lesson plan; direct observation (if practical); interview with training staff; interview with officer(s); general order or policy prescribing training requirements</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	5.7
23.2	PPD should include training in procedural justice during the next offering of mandatory in-service program courses.	<i>In-service lesson plan; direct observation (if practical); interview with training staff; interview with officer(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	09/01/15	1.1



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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23.3	PPD should include training in <u>unconscious bias and law enforcement</u> during the next offering of mandatory in-service program courses.	<i>In-service lesson plan; direct observation (if practical); interview with training staff; interview with officer(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	05/31/15	1.2 2.12 4.4 5.9
24	PPD should require training staff members to work a patrol shift in a two-officer car at least twice annually.	<i>Schedule of training staff member participation in program; documentation in QIST or other PPD system showing participation of all training staff; general order or policy prescribing training staff requirements</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	05/31/15	N/A
25.1	PPD should develop a catalog of scenarios based on real-world incidents experienced by PPD officers and other officers across the country.	<i>Scenario catalog; lesson plans; interview with training staff; interview with officer(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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25.2	Officer performance in training should be recorded as a way to track officer progress department-wide and flag any tactical issues that may require additional targeted training.	<i>Evaluation instrument; demonstration of officer performance tracking system; interview with training staff; interview with officer(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A
25.3	PPD should review its training on animal shootings to ensure they are consistent with the community expectations, while considering factors affecting officer safety.	<i>Lesson plan for handling animals; general order or policy prescribing response to animals</i>		Deputy Commissioner Coulter & Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
26	The PPD should create a periodic recertification training program for CIT officers.	<i>Lesson plan; interview with training staff; interview with officer(s); QIST or other PPD system data for tracking training completion; general order or policy prescribing training requirements</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	08/30/15	N/A
27	PPD should create a periodic recertification training program for electronic control weapons.	<i>Lesson plan; interview with training staff; interview with officer(s); QIST of other PPD system data for tracking training completion; general order or policy prescribing training requirements</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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28.1	PPD should reinstitute the rotating simulation use of force training program.	<i>Schedule for rotating FATS; training records demonstrating level of training provided; direct observation (if practical); interview with training staff; interview with officer(s)</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	06/01/15	N/A
28.2	PPD should investigate and obtain a sufficient facility, or facilities, to house reality-based training.	<i>Interview with training staff; direct observation (if practical); MOUs or other documentation evidencing facilities for RBT</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	06/01/15	N/A
29	PPD should require that officers qualify with their weapons <u>at least</u> twice per year.	<i>In-service lesson plans; interview with training staff; interview with officer(s); QIST or other PPD system data for tracking training completion; general order or policy prescribing training requirements</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	07/01/15	N/A
30	PPD should provide periodic defensive tactics training.	<i>In-service lesson plans; interview with training staff; interview with officer(s); QIST or other PPD system data for tracking training completion; general order or policy prescribing training requirements</i>		Deputy Commissioner Coulter	Chief Inspector Christopher Werner	06/10/15	N/A
31.1	PPD should establish a single investigative unit devoted to criminal investigations of all deadly force incidents.	<i>General order or policy prescribing new unit; roster of unit; organizational chart; interview with investigator(s)</i>		Deputy Commissioner Ross		11/01/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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31.2	PPD D-Fit members should have the experience and training necessary to conduct thorough and objective OIS investigations	<i>General order or policy prescribing training requirements; QIST or other PPD system data for tracking training completion; interview with investigator(s); resumes/bios of assigned investigators / supervisor demonstration experience and OIS-specific training</i>		Deputy Commissioner Ross		11/01/15	N/A
31.3	PPD should develop a manual for conducting OIS investigations from a criminal standpoint.	<i>General order or policy prescribing training requirements; QIST or other PPD system data for tracking training completion; interview with investigator(s); resumes/bios of assigned investigators / supervisor demonstration experience and OIS-specific training</i>		Deputy Commissioner Turpin		06/10/15	N/A
32.1	PPD should develop a standard checklist of items constituting a public safety statement that transporting supervisors must obtain from an officer involved in a shooting.	<i>Checklist; interview with supervisor(s); investigative files; general order or policy prescribing OIS response; random sampling of public safety statements</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
32.2	The transporting supervisor should conduct a walk-through of the scene with the discharging officer(s).	<i>D-FIT manual; general order or policy prescribing OIS response; random sampling of documentation in OIS investigative files</i>		Deputy Commissioner Joyce (Policy)	Chief Inspector Michael Cochrane	05/31/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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33	PPD should establish a policy that interviews of all critical witnesses and suspects in the course of an OIS investigation will be video and audio recorded.	<i>D-FIT manual; general order or policy prescribing OIS response; recordings; investigative files</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	06/10/15	2.4
34	PPD should establish a policy that control of an OIS crime scene <u>must be assigned to the criminal investigative unit.</u>	<i>D-FIT manual; general order or policy prescribing OIS response; investigative files</i>		Deputy Commissioner Bethel	Chief Inspector James Kelly	Pending	N/A
35.1	PPD should establish a standard for crime scene photography to be incorporated into their OIS investigations manual.	<i>D-FIT manual; investigative files</i>		Office of Forensic Science	Dr. Michael Garvey, Forensic Science	05/01/15	N/A
35.2	The crime scene should be video recorded.	<i>D-FIT manual; investigative files</i>		Office of Forensic Science	Dr. Michael Garvey, Forensic Science	05/01/15	N/A
36.1	PPD should revise its policy and practice so that the criminal investigative unit assigned to each OIS is the primary point of contact with the DAO. IAD should be extricated from this role.	<i>D-FIT manual; general order or policy prescribing OIS response</i>		Deputy Commissioner Ross		11/01/15	2.2



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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36.2	The Shooting Team should conduct interviews with the all discharging officer(s) within 72 hours of the incident.	<i>Shooting team manual; general order or policy prescribing OIS response; investigative files</i>		Deputy Commissioner Turpin	Captain Francis McIlhenny, IAD	N/A Contractual Conflicts 06/10/15 Manual	N/A
36.3	IAD should set a goal to close administrative investigations within 30 days of the DAO's declination.	<i>Shooting team manual; general order or policy prescribing OIS response; investigative files</i>		Deputy Commissioner Turpin		05/13/15 06/10/15 Manual	N/A
36.4	All interviews of discharging officers should be video recorded.	<i>Shooting team manual; general order or policy prescribing OIS response; investigative files; recordings</i>		Deputy Commissioner Turpin	Captain Francis McIlhenny, IAD	N/A Contractual Conflicts 06/10/15 Manual	N/A
37	Current and future members of the Shooting Team should be required to receive specialized training in officer-involved shootings.	<i>Shooting team manual; lesson plan(s); QIST or other PPD system data for tracking training completion; interview with investigator(s)</i>		Deputy Commissioner Turpin	Captain Francis McIlhenny, IAD	06/10/15	N/A
38	The Shooting Team should establish a policy to review their investigation and findings with other departmental experts.	<i>Shooting team manual; general order or policy prescribing OIS response; investigative files; interview with investigator(s); UFRB observations</i>		Deputy Commissioner Turpin	Captain Francis McIlhenny, IAD	06/10/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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39.1	The Shooting Team should significantly enhance their investigative scope to include officer tactics and decision-making.	<i>Shooting team manual; general order or policy prescribing OIS response; investigative files; interview with investigator(s); UFRB observations</i>		Deputy Commissioner Turpin	Captain Francis McIlhenny, IAD	06/10/15	N/A
39.2	Shooting Team investigative reports should highlight findings and any inconsistencies in policy, procedure, and training for the Use of Force Review Board to evaluate in their decision.	<i>Shooting team manual; general order or policy prescribing OIS response; investigative files; interview with investigator(s); UFRB observations</i>		Deputy Commissioner Turpin	Captain Francis McIlhenny, IAD	06/10/15	N/A
39.3	The Shooting Team should develop an operations manual, delineating all of their investigative activities, reporting, and role in the review process.	<i>Shooting team manual; investigative files; interview with investigator(s); UFRB observations</i>		Deputy Commissioner Turpin	Captain Francis McIlhenny, IAD	06/10/15	N/A
40.1	PPD should dismantle the two-board system for OISs and combine the functions of the UFRB and PBI into one, integrated board.	<i>UFRB operations manual; general order or policy prescribing UFRB; interview with UFRB member(s); UFRB observations; UFRB outcomes</i>		PC Ramsey		N/A Contractual Conflicts	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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40.2	The newly established board should conduct a comprehensive review of each incident.	<i>UFRB operations manual; general order or policy prescribing UFRB; interview with UFRB member(s); UFRB observations; UFRB outcomes</i>		Deputy Commissioner Coulter		06/10/15	N/A
40.3	Voting board members should include command staff, a sworn officer one rank higher than the involved officer, a peer officer, and at least one citizen	<i>UFRB operations manual; general order or policy prescribing UFRB; interview with UFRB member(s); UFRB observations; UFRB outcomes</i>		Deputy Commissioner Coulter Deputy Commissioner Joyce (Policy)	Chief Inspector Michael Cochrane	12/31/15	N/A
40.4	Shooting Team investigators should make a formal presentation of the facts to the board, highlighting any potential conflicts and key points for deliberation amongst the board.	<i>UFRB operations manual; general order or policy prescribing UFRB; interview with UFRB member(s); shooting team presentations; UFRB observations; UFRB outcomes</i>		Deputy Commissioner Turpin	Lieutenant Henry Dugan, IAD	06/10/15	N/A
40.5	Board members should have the opportunity to call witnesses and ask questions related to the incident.	<i>UFRB operations manual; general order or policy prescribing UFRB; interview with UFRB member(s); shooting team presentations; UFRB observations; UFRB outcomes</i>		Police Commissioner Ramsey		06/10/15	N/A
40.6	After board proceedings are complete, voting members should deliberate the case and issue a finding by majority vote.	<i>UFRB operations manual; general order or policy prescribing UFRB; interview with UFRB member(s); shooting team presentations; UFRB observations; UFRB outcomes</i>		Deputy Commissioner Coulter		06/10/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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41	PPD should delineate the various firearms-related violations in its disciplinary code and the penalties for first, second and third time offenders.	<i>PPD disciplinary code</i>		Deputy Commissioner Coulter	Captain George Fukes City Solicitor	N/A Contractual Conflict	N/A
42.1	The UFRB should review and, if appropriate, approve all recommendations for commendations of any officer involved in a deadly force incident.	<i>UFRB operations manual; general order or policy prescribing commendations; interview with UFRB member(s)</i>		Deputy Commissioner Coulter		06/10/15	N/A
42.2	The department should develop a commendation that recognizes when an officer uses exceptional tactical or verbal skills to avoid a deadly force situation.	<i>General order or policy prescribing commendations</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	05/31/15	N/A
43	PPD should <u>refine</u> its Case Review Program and review its metrics, thresholds, procedures, and organizational structure to ensure that it is best serving the interests of the department, the officers, and the community.	<i>General order or policy prescribing case review program</i>		Deputy Commissioner Turpin	Lieutenant Henry Dugan, IAD	06/10/15	N/A



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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44.1	The department should establish a permanent office for organizational learning and improvement related to officer safety, tactics, and use of force	<i>General order or policy prescribing new office and delineating activities</i>		Police Commissioner Ramsey		06/24/15	N/A
44.2	The newly established office should convene a working group at least bi-annually.	<i>Working group report; direct observation (if practical)</i>		Police Commissioner Ramsey		06/24/15	N/A
45.1	PPD should, at a minimum, publish Directives 10, 22, and the yet-to-be-written directive on the UFRB on their OIS webpage.	<i>PPD website; general order or policy prescribing policy transparency</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	10/30/15	N/A
45.2	PPD should update its website as case files are closed and available for public dissemination.	<i>PPD website; investigative files; general order or policy prescribing transparency</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	12/01/15	1.3 & 3.5



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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45.3	The PPD website should be updated to <u>include more detailed accounts of OIS</u> and DAO review of the incident.	<i>PPD website; case summaries; investigative files; general order or policy prescribing transparency</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	06/10/15	1.3
45.4	PPD should publish a detailed report on use of force, including deadly force, on an annual basis. The report should be released to the public.	<i>Annual report; general order or policy prescribing annual report</i>		Deputy Commissioner Denise Turpin	Chief Inspector Christopher Flacco	02/01/15	N/A
46	PPD should work with PAC and accommodate requests for important documentation, investigative files, and data related to all uses of force, including OISs.	<i>Documentation showing requests have been accepted and met in a timely fashion; interview with PPD IAD; interview with PAC</i>		Deputy Commissioner Turpin		Pending	2.8



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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47.1	PPD should establish a policy stating the Police Commissioner, or designee, will hold a press conference on OIS incident within 72 hours of incident.	<i>General order or policy prescribing OIS response; media releases; press conference coverage</i>		Police Commissioner Ramsey & Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	06/30/15	
47.2	PPD should enter into an agreement with the Police Advisory Commission, allowing a PAC observer access to all pertinent documentation related to an OIS investigation.	<i>Agreement with PAC; interview with IAD; interview with PAC; General order or policy prescribing OIS response</i>		Police Commissioner Ramsey & Deputy Commissioner Joyce	Director Denise James	05/27/15	2.8
47.3	The Police Commissioner should enter into a memorandum of understanding with <u>an external, independent investigative agency</u>, through which the investigation of <u>all</u> OISs involving an unarmed person will be submitted for review.	<i>MOU; General order or policy prescribing OIS response</i>		Police Commissioner Ramsey		06/24/15	
48.1	PPD should collaborate with the multiple stakeholders in the development of policies and protocols for use of BWCs.	<i>General order or policy prescribing BWC use; interview with PPD officer(s); interview with other stakeholder</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	12/31/15	3.3



DOJ/CNA's Recommendations

Philadelphia Police Department

INTERNAL USE ONLY - STATUS OF RECOMMENDATIONS

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48.2	PPD should actively monitor the implementation of BWCs and study its effects on the department's objectives.	<i>General order or policy prescribing BWC use; interview with community stakeholders; audit of officer compliance</i>		Deputy Commissioner Joyce	Chief Inspector Michael Cochrane	12/31/15	3.3
48.3	PPD should address major training and policy concerns prior to the deployment of BWCs.	<i>General order or policy prescribing BWC use; lesson plan/training material related to BWC use; interview with PPD officer(s); interview with community stakeholder(s)</i>		Deputy Commissioner Joyce (Policy) Deputy Commissioner Coulter (Training)	Chief Inspector Michael Cochrane Chief Inspector Christopher Werner	12/31/15	3.3