

Citygate Associates'  
Focused and Limited Review (Audit) of the  
City of Maricopa Police Department

February 21, 2012



CITYGATE ASSOCIATES, LLC

# Police Department Review

- Citygate Associates conducted a limited management review of the Police Department
- Focused on the Department's management control systems
- Not an investigation into allegations of wrongdoing or corruption
- Study designed to assess the strengths and vulnerabilities of the Department's internal control systems currently in place to manage the risks associated with the operation of a police agency



# Study Focus Areas

- Evaluate and assess the leadership and management practices
- Evaluate the organizational structure
- Evaluate the Internal Affairs investigation process
- Evaluate disciplinary procedures
- Evaluate the professional standards of conduct and performance
- Evaluate the citizen complaint process
- Evaluate best practices for the management systems to limit the liability and efficiently manage the Department and detect unethical behavior



# Methodology

- Reviewed
  - Department reports
  - Department and City policies
- Conducted 58 interviews
  - Police Department employees
  - City Council, City Directors, Magistrate, other City employees
  - Community and Business Leaders: MUSD, Chamber of Commerce, Utilities, Senior community
- On-Line survey for the public



# Findings and Recommendations

- 25 Key findings
- 29 Specific action item recommendations
- Based upon best practices in other agencies in Arizona and other states
- The recommendations are for the City's consideration as the Department continues to grow and implement changes in leadership and structure
- Tonight: review key findings as the 124 page report contains more information and details



# Findings

- Internal Affairs Policy & Application
  - Employees have little confidence in the Internal Affairs policy as applied
  - Employees believe the Internal Affairs process is deficient in a number of areas
  - Result is little confidence that the dispositions of investigations are valid and consistent
  - For Internal Affairs to meet its goals and to restore the confidence of employees and the public, changes are recommended



# Recommendations

- Internal Affairs Policy & Application
  - Independent third party review of previously investigated closed investigations
  - This would ensure appropriate investigatory techniques were used and that the disposition of cases be based on the facts
  - This would re-establish confidence in the Internal Affairs Program by the members of the Department and Community
  - Use findings to make process improvements



# Findings

- Citizen Complaint Policy and Procedures
  - High percentage of sustained citizen complaints, particularly the complaints pertaining to professional standards of conduct
  - Careful review of the sustained professional standards of conduct complaints can provide useful data to determine the nature and scope of recommended training



# Recommendations

- Citizen Complaint Policy and Procedures
  - Implement a training program specific to causal factors for citizen-initiated complaints
  - Training should be annually
  - Educate employees to better communicate with the public in a professional manner



# Findings

- Employee Discipline
  - Progressive discipline is administered in such a way as to preclude effective corrective and punitive actions
  - Progressive discipline is based on the disciplinary Matrix
  - This is not consistent with the Department's disciplinary policy



# Recommendations

- Employee Discipline
  - Revise disciplinary policy to more appropriately and effectively implement progressive discipline
  - Eliminate Matrix
  - Broaden the definition of progressive discipline so that sustained violations of similar policies be treated as progressive discipline
  - Group policies in broad categories, including operational, use of force, driving/motor vehicle related and professional standards of conduct



# Findings

- Departmental Communication Systems and Organization
  - Department lacks a visible, well-known Vision, Mission, or set of Values



# Recommendations

- Departmental Communication Systems and Organization
  - With community input, develop:
    - Mutually shared and understood set of Values
    - Clearly articulated Vision
    - Mission Statement that can guide decision-making
    - Measurable Goals
  - Internally and externally communicate and promote the Mission, Vision, Values, and Goals



# Findings

- Departmental Communication Systems and Organization
  - Lack of widely understood or effective policy regarding providing information to the community and news media



# Recommendations

- Departmental Communication Systems and Organization
  - Identify the Public Information Officer (PIO) as a key entrusted member of the Police Department team
  - Assign primary responsibility for non-emergency communication with the public to that position
  - Develop clear guidelines for including executive leadership and the PIO in the communications process



# Recommendations, continued

- Departmental Communication Systems and Organization
  - Develop a communication policy which recognizes the media's role in effectively communicating with the community
  - Train employees in media relations



# Findings

- Departmental Communication Systems and Organization
  - Current organizational structure is ineffective and inadequate and contributes to a number of leadership and management issues



# Recommendations

- Departmental Communication Systems and Organization
  - Reorganize from four to two divisions:  
Operations and Support Services
  - Create and hire two Commanders with the requisite leadership and management skills to lead each division
  - Eliminate the Assistant Police Chief position



# Findings

- Training
  - Department meets and, in some areas, exceeds State-mandated training requirements



# Recommendations

- Training
  - Continue state-mandated training
  - Ensure that all training provided relates to Departmental needs, employee development and relevance to the Department's Values, Vision, Mission and Goals
  - Conduct annual training needs assessment



# City's Understanding of Overall Results

- Employees are hard-working, dedicated, and passionate about public service but lack confidence in the internal systems
- Lack of leadership, inconsistent leadership
- Lack of confidence within the community based upon perception and negative events
- Communication gaps (internal and external)
- Organizational structure is inefficient
- Lack of unified direction (need visible Mission, Vision, Values and Goals)



# City's Response

- These recommendations represent long-term, cultural changes and will take time to implement
- For each recommendation, the City should evaluate and implement these as deemed appropriate and affordable
- Some may be cost-prohibitive or have a delayed implementation for prioritization
- Already begun implementing some of these



# City's Current Status and Next Steps

- City and Citygate have been in regular communication
- Of the 29 recommendations, City has already begun work on 16 of them
- Will consider others as part of the upcoming budget process
- Will provide City Council with a general update on a semi-annual basis and as appropriate for major milestones



# Questions

