



# Police Advisory Commission

## 2017-2020 **Collective Annual Report**



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# Introduction

The mission of the Police Advisory Commission (PAC) is to serve the community by helping to improve the relationship between the Police and community.

## Through our work we:

Analyze and create data-based reports on policies, practices, and customs of the Philadelphia Police Department.

Help residents file complaints against police and monitor investigations

Hold public meetings to discuss issues around police matters.

**We provide recommendations on how to improve the police department** to the Mayor, City Managing Director, and Police Commissioner.



## Letter from the former Executive Director

**I am pleased to present this report which encompasses work completed by the PAC from 2017-2020.**

The Police Advisory Commission (PAC), from its inception, was given broad powers and responsibilities with limited funding and support to accomplish its mission. On many occasions, the PAC and the Philadelphia Police Department (PPD) have collaborated and collegiately agreed on issues which require reform. However, the road was not always smooth. There were occasions the PAC has encountered a police department that was fearful of oversight, protective of information and found it challenging to consider themselves in need of reform.

In spite of the challenges and the lack of resources the PAC commissioners and staff held a steadfast approach to public safety via civilian oversight of the police. Together, the staff and the board, addressed policies which were disingenuous or dishonest, practices which were detrimental to the community and customs which threatened the civil liberties of the residents of the city. Moreover, the PAC was unrelenting in their call for racial equity in Policing. This included recommendations made in reports, planning for training done in conjunction with the police department and a critique to the PPD's inadequate response to the officers implicated in the Plain View Project. It is truly remarkable what the PAC was able to accomplish given its size and resources.

The murder of George Floyd and Philadelphia's response to the ensuing protests has placed Policing in the spotlight both locally and nationally. Residents of the city are demanding a re-imagining of public safety. Amongst many other things, this includes increased oversight and transparency. The PAC looks forward to working with the Police Commissioner and her leadership team to meet these demands. However, the most important input and partnership must come from Philadelphians and their elected officials. With this support, civilian oversight in Philadelphia can create meaningful and lasting change.

Hans Menos  
February 20, 2021



# Letter from the Board Chair

**On behalf of the Philadelphia Police Advisory Commission's staff and commissioners, I am pleased to present a report on our activities since 2017.**



I am proud of the staff's thorough investigations of Police Department actions and painstaking reviews of policies and procedures, carefully detailed in this report. The Commission has been substantially under-resourced for the tasks assigned it, making its work output all the more impressive.

The Commission was created by Mayor Rendell's executive order in 1993 to provide civilian oversight of police misconduct, investigate citizen complaints and evaluate department policies and progress on suggested reforms. In 2017, Mayor Kenney issued an executive order emphasizing policy review, community outreach and investigations. Regrettably, neither order gave the Commission the authority or the budget to fully accomplish these goals.

In November 2020, Philadelphians overwhelmingly voted in support of a ballot initiative to create a Citizens Police Oversight Commission, a successor to the Police Advisory Commission.

To ensure that the new commission can provide the oversight it promises, it needs the authority to conduct investigations and recommend discipline; access to police department documents and data; and the ability to prosecute officers for misconduct. It also needs a budget that is tied to the budget of the Police Department. The Police Advisory Commission's current budget is less than .0002% that of the Police Department.

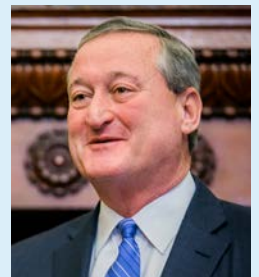
The staff of the Police Advisory Commission has the expertise to provide effective oversight – but it needs the appropriate resources. The plan for Philadelphia's Citizens Police Oversight Commission can be found here: <https://admin.phila.gov/media/20201116092153/Citizens-Police-Oversight-Commission-Program-Architecture.pdf>.

The future of police oversight in Philadelphia rests in the hands of City Council. We hope Council will support the oversight that Philadelphians want and need.

Respectfully submitted,  
Ronda B. Goldfein  
January 21, 2021

# Letter from the Mayor

“ The events of 2020 have brought renewed urgency to the need for accountability and transparency on policing in Philadelphia. The work of the Police Advisory Commission has been integral to the substantial progress we've seen to date, including the Department's body worn camera policy, Anti-Racism training, Group Violence Intervention, community policing, use of force, and civilian-officer dispute resolution. I want to thank the PAC's volunteer board members for their diligence, and also thank the PAC staff, who have worked diligently to understand and explain complex policies. We have heard loud and clear that Philadelphians want change. As we push forward with further reforms, including a new oversight structure, the Police Advisory Commission will lend its expertise as we build a more equitable, just city for all Philadelphians. ”



**- Mayor of Philadelphia, James Kenney -**

# Major Events & PAC Response

As a small but nimble agency, the PAC aims to stay on top of key issues that affect Philadelphia's residents. When major events happen involving Philadelphia police, we produce comprehensive reports to investigate what happened, identify underlying causes or gaps in policy, and make recommendations to improve PPD operations. We also identify areas of improvement for PPD and the City, to impact how similar events are handled in the future. These are some of the reports driven by major events in Philadelphia that the PAC produced.



A Review of the PPD Response to the Occupy ICE Protest

November 2018

Philadelphia Police Advisory Commission

Email: [PAC@phila.gov](mailto:PAC@phila.gov) 1515 Arch Street  
www.phila.gov/pac 11th Floor  
Tel: 215-685-0891



## Occupy ICE Protests

In July 2018, the PPD made national headlines for their treatment of Occupy ICE (Immigration and Customs Enforcement) protesters, although the media narrative cast PPD in a negative light. Protesters and

media personalities were particularly critical of the use of bicycles to move protesters and, overall, the use of force used to physically move protesters. The Police Advisory Commission recognized this as an impediment to progress in police- community relations and was tasked with assessing the protest to determine what, if any, lessons can be learned from the incident. The assessment culminated in a final report to the PPD, including several recommendations that focused on communication, consistency, and clarity in both PPD messaging and on-scene operations for crowd management.



Photo Source: mazzoniacenter.org

A Review of the PPD Response to a Protest Involving the Mazzoni Center and the Philadelphia LGBTQ Community

January 2019

1515 Arch Street, 11th Floor Telephone: (215) 685-0891  
Email: [PAC@phila.gov](mailto:PAC@phila.gov) www.phila.gov/pac



## Mazzoni Center

In August 2018, the Mazzoni Center, a community-based health and social service hub dedicated to providing quality care to lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals, hosted the largest trans wellness conference in the nation at the

Pennsylvania Convention Center. On August 4, 2018, a protest erupted outside of the convention center, culminating in reports of Mazzoni staff members being pepper sprayed and assaulted by protesters, with the Philadelphia Police Department ultimately having to intervene. With Mazzoni leadership concerned about the lack of response from the PPD, the PAC was tasked with examining the protest incident and the police response, and ultimately issued findings and recommendations intended to assist both the Philadelphia LGBTQ community and the Police Department in future events or protest incidents. The PAC's recommendations helped to bolster PPD's LGBTQ+ Police Liaison Committee to have clearer intentions and promote this service to residents.



Evaluation of April 13, 2018 Defiant  
Trespass Arrest at a Philadelphia  
Starbucks

August 2018

Philadelphia Police Advisory Commission

Email: [PAC@phila.gov](mailto:PAC@phila.gov)  
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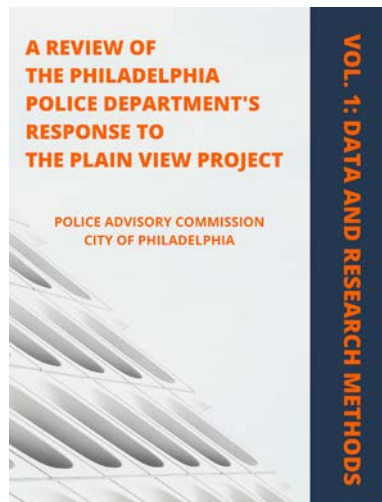


## Starbucks Report

In April 2018, the nation watched as video of Philadelphia Police Department officers arresting two black men for simply sitting in a Starbucks coffee shop went viral. The men were waiting on a colleague to

join them before ordering, however, the Starbucks manager insisted they order something or leave. Two PPD officers and a sergeant responded to the manager's call and asked the men to leave. PPD officers arrested both men after they declined to leave the Starbucks. The PAC conducted a thorough review of the incident, which included interviewing the PPD officers involved, and developed several recommendations aimed at developing a strong anti-racist training for the department. Other recommendations addressed the weaponization of the police, enhancing the field officer program for newly sworn officers, and increasing buy-in to community policing at the district level.

**PAC is committed to creating space for oversight of the PPD and ensuring that light is shed on processes within the PPD that have been hidden from the public until now.**



## Plainview

In June of 2019, a group called the Plain View Project (PVP) released a database of publicly viewable Facebook posts and comments created by police officers that had the potential to undermine public trust and confidence in police. Some of

the content appeared to endorse violence, racism, and bigotry. The database included over 300 active Philadelphia Police Department officers, along with numerous former officers.

Despite the PAC serving as the oversight body for the PPD, the PPD did not include the PAC in its review of the database. In order to be responsive to anguish expressed by residents of the City about the database, the PAC undertook a separate review of the database to ensure someone outside of the PPD reviewed the entire database. The PAC also examined the processes used by the PPD in their disciplinary and administrative responses to the database, discussed the complex issue of culture within the PPD to demonstrate how the database spoke to gaps in training, recruitment, and inclusion within the Department.

Though the Executive Order that empowers the PAC states that the PAC is entitled to full access to PPD records and personnel, for many months the PAC was denied the access needed to conduct a full review. After a tireless pursuit, the PAC was eventually able to review all relevant information. This project demonstrated that the PAC is committed to creating space for oversight of the PPD and ensuring that light is shed on processes within the PPD that have been hidden from the public until now. Information revealed in this project will undoubtedly inform ongoing projects related to disciplinary processes within the PPD.





### New Leadership at PPD

**Upon her arrival, The Police Advisory Commission made our introduction, by providing Commissioner Outlaw with detailed information on our agency, our responsibilities as it relates to oversight and we highlighted many of the projects we had**

worked on to improve the police-community relations, which involved reviewing PPD's policies and procedures.

We didn't stop there. To assist with the smooth transition of leadership, PAC sent the Commissioner short "white papers" on a variety of issues currently facing Philly residents and PAC's commitment to working on them. Those memos included details on: Reconciliation, Critical Incident Review, Community Outreach Surveys, Procedural Justice, Trust, and Listening, Reviews of Internal Affairs Operations, the internal and public processes of the Police Board of Inquiry.

PAC continues to work both independently and on occasion, collaboratively with PPD on various projects. As Philly's Civilian Oversight agency, we are committed to ensuring the public has a voice in matters of policing.



## Covid 19 PPD Wellness Response Plan

In the early stages of the COVID-19 pandemic, it was imperative for law enforcement organizations to develop wellness plans that provided updated information on the spread of the disease as well as information about how to safely provide service to residents. The PAC created an officer wellness response plan to quell fears, correct misinformation, and provide important wellness tools that PPD personnel could use right away. The plan contained 3 components. The "information" section detailed various electronic resources available to PPD personnel about testing sites, quarantine procedures, and what to do if symptoms arose. The "physical health" section urged PPD personnel to practice social distancing and follow CDC guidelines, use PPE equipment, and notify the PPD's infection control officer to follow protocols in the event of exposure. Finally, the "mental health" section included resources for PPD personnel to turn to for support.

## Virtual Community Policing Alternatives

At the onset of the COVID-19 Pandemic, one of the most effective ways to stop the spread of the virus was social distancing. The City instituted its Safer At Home policy, which restricted gatherings of certain sizes across the City. This posed a challenge for PPD Districts who often held community meetings in-person. Without an alternative to in-person meetings, many community members would have been left without a means to address community concerns. To assist, the PAC created a guide on how PPD could continue community policing while following CDC guidelines and local protocols. The guide included suggestions for online community meetings and community policing using "Facebook Live" and other social media tools available. The guide also included details on how to set up social media pages for districts who may not have been familiar, and how to use digital meeting platforms like Zoom. The guide also offered the assistance of PAC staff to help walk PPD through set up and troubleshoot any technical problems that might arise.

### Councilmember Curtis Jones, Jr, Chair of the City Council Committee for Public Safety, said



“ The Philadelphia Police Advisory Commission has evolved since its establishment in 1993, to be a voice for citizen’s concerns and complaints. It continues to evolve from being an Executive Order, which was underfunded and understaffed to being the birth of a Charter Referendum, which can establish the permanent Police Oversight Commission. ”

## Mourning Walter Wallace Jr.

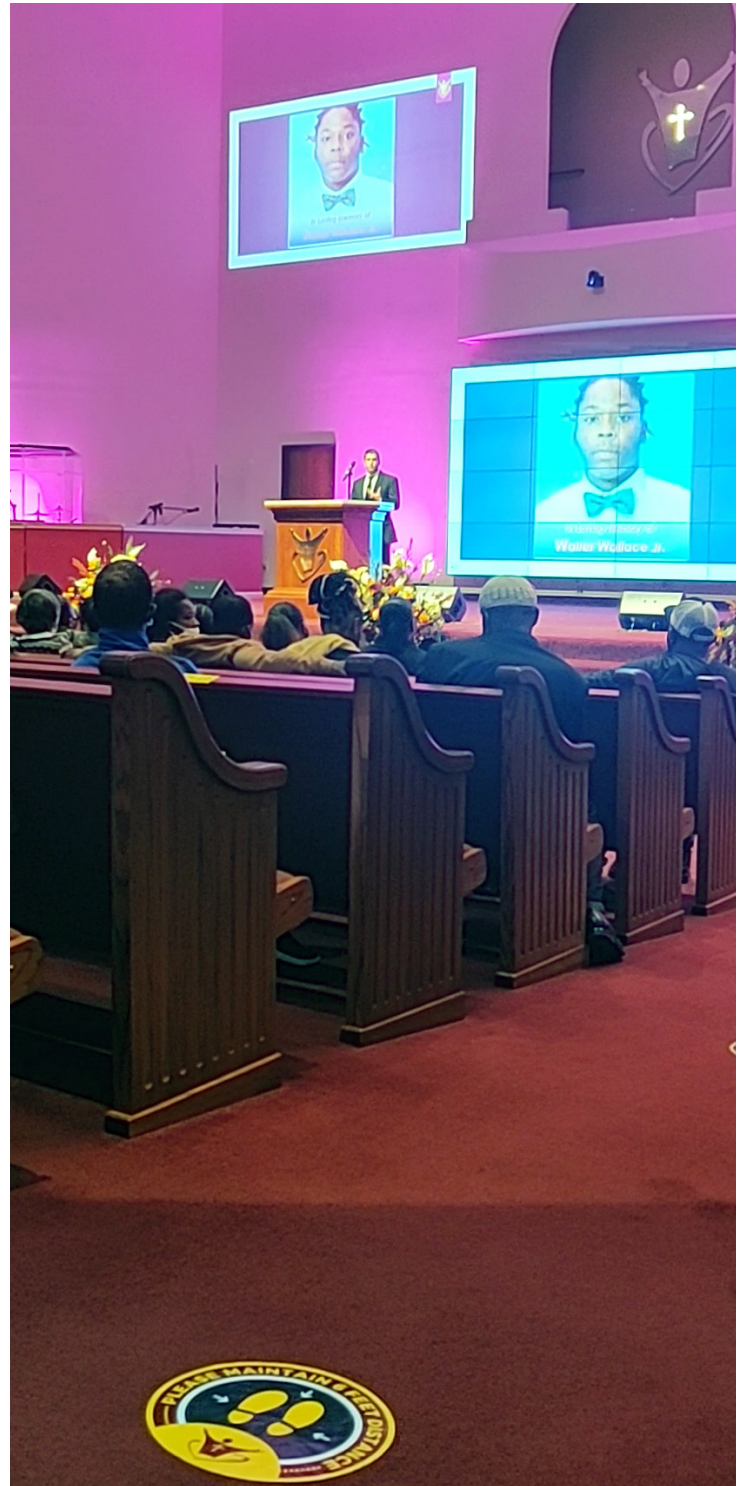
**On October 26, 2020, the nation witnessed the horrific fatal shooting of 27-year-old Walter Wallace Jr., a West Philadelphian in crisis.** In the immediate aftermath we all felt the grief from watching a man with a history of mental illness be killed; the sadness from listening to the cries of his mother, Cathy Wallace; and lastly anger, from the subsequent discussions showing that maybe this incident could have had a different outcome.

Within hours of the officer-involved-shooting, the PAC released a statement calling for the use of less-than-lethal-force options and the training and application of de-escalation techniques involving individuals in crisis. The PAC also informed the community of what process the Philadelphia Police Department must take as they started their investigation into the shooting which included interviewing the involved officers within 72 hours, releasing the officers' name and years of service within 72 hours, and preparing an investigation report for Internal Affairs within 7 days.

In the days immediately following the Walter Wallace shooting, PAC staff went to the Wallace home and made contact with a Wallace family member. PAC extended their condolences and explained who we are and what we do. PAC offered to assist the Wallace family in understanding the process that takes place after Office Involved Shootings. The offer was also extended to Wallace Family attorney Shaka Johnson.

A community meeting was later organized at the Church of Christian Compassion to unpack what just occurred one block away at 61st and Locust, the site of Walter Wallace's death. As an invited speaker for the event, Executive Director Anthony Erace spoke on how we must use this time to reflect on the lives of those who are harmed by policing, but to also hold space for the hope of reformed police accountability in Philadelphia.

The PAC continues to mourn the death of Walter Wallace Jr.







# In The Community

## **PAC Monthly Community Meetings**

**The PAC holds monthly meetings as a form of community engagement with the public.** These meetings are used as an opportunity for the PAC to update residents about our work product. We often invite guest speakers, many from PPD, to present on issues regarding policing. These meetings are sometimes used as an opportunity to get feedback from the community on policies and directives, and how they can be changed or improved. The PAC attempts to host meeting throughout the city partnering with organization like Ahmadiyya Muslim Community Mosque, Sayre Rec Center, Church of the Advocate, and P.A.A.N to reach their networks and diversify our audience. When the COVID-19 pandemic hit Philadelphia, PAC moved our monthly community meetings to Zoom. This has allowed us to capture a larger audience than we often saw in person. Most individuals can safely join our meetings from the comfort of their homes and virtually engage with the PAC. The functionality of Zoom allows people to ask questions directly over video or send them through the chat window. As we look towards the future the

PAC hopes to have a hybrid for our Monthly Community Meetings (online and in person) so they can become fully accessible for all while capturing the largest audience.

## **Constituent Services**

**As a government agency our mission is to serve residents and assist with any needs they have.** While our main service to constituents is taking complaints against police, we attend to other community needs as problems arise. These needs can be as simple as helping navigate other city agencies that can assist with their issues, to resolving immediate concerns with Philadelphia Police Department. At times the PAC can try to be more hands on with complainants needs such as tracking missing property, discussing community quality of life concerns with community relations officers, and forwarding concerns to City Council. PAC strives to ensure community residents are holistically assisted.



## REENTRY services

**The City of Philadelphia provides a number of programs aimed at empowering recently incarcerated residents to help break the cycle of incarceration.**

In partnership with the Mayor's Office of Reintegration Services (RISE), a PAC representative led lessons that informed returning citizens of their rights while interacting with police officers. These sessions aimed to help returning citizens, many of whom had previously experienced traumatic interactions with law enforcement, manage any future interactions, and understand their rights.

## Youth & Police Engagement Program

The PAC and EducationWorks developed a six week after-school program for high school students that would rotate around Philadelphia throughout the school year. The program brought high school students and current PPD officers together in small, break-out sessions to discuss issues that affect students in their neighborhoods and to learn to problem-solve together. The program strived to allow youth to explore what positive interaction with PPD officers can look like, while exposing them to varying careers available as a member of the police department. The final session with the PAC took place in March 2019 and culminated in a youth vs. police basketball game.



# Explainers

One critical function of the PAC is to translate complex PPD policies to the public so they can better understand how the PPD operates. The following examples are just a few of the explainers and fliers created by the PAC to fill this role and shed light on PPD policies, practices, or customs that impact the community. These explainers arose from questions or concerns expressed at our monthly community meetings, critical policing incidents that occurred, or trends in complaints against police.

## Protest Monitoring & PPD Accountability

During the summer 2020 the George Floyd Protests mobilized many residents who had never participated in large scale protest events. Given the history of police departments using force against protestors, the PAC wanted to draft a bulletin that would educate residents interested in protest monitoring spread information about the numerous ways residents can exercise their right to demonstrate while also holding the PPD accountable. Based on PPD Directive 8.3 Demonstrations and Labor Disputes, these simple guidelines provide a starting point for residents that are interested in monitoring police response during protests.

The PAC also released a flyer to the community by sharing it on social media platforms. The flyer outlined relevant PPD directives and shared how residents can verify that an officer's body-worn camera has been activated. As a result of this flyer, many residents were informed of how to identify body camera activation and how to file a complaint if they witness misconduct or experience mistreatment. The flyer additionally notified the public of the main PPD department responsible for responding to demonstrations, the Civil Affairs Unit, and their duty to remain neutral, objective, and respectful at all times.

As the oversight agency of the Philadelphia Police Department, the mission of the Police Advisory Commission (PAC) is to serve the community by helping to improve the relationship between the Police and the community. During demonstrations, the PAC offers these following notices for ensuring oversight & accountability.

### THE PPD'S ROLE IS TO ENSURE A SAFE SPACE TO EXPRESS GRIEVANCES

PPD Directive 8.3 states that the function of the police at demonstrations is to

1. Preserve peace & order
2. Prevent destruction of life & property
3. Protect constitutional rights of all involved



### UNDERSTANDING BODY-WORN CAMERAS

PPD Directive 4.21 requires officers to activate their cameras, if equipped, when handling any protest or demonstration. You can confirm this activation by seeing a light coming from the camera. These cameras make all actions transparent.



### PPD CIVIL AFFAIRS UNIT OVERSEES POLICE PRESENCE AT DEMONSTRATIONS

The Civil Affairs Unit requires that all officers maintain complete neutrality and objectivity at all times. Officers must maintain self-control and patience. Officers should use their presence to reduce, not increase, tensions. Remaining neutral ensures that your voices are the ones that are heard.



### RECORDING THE POLICE

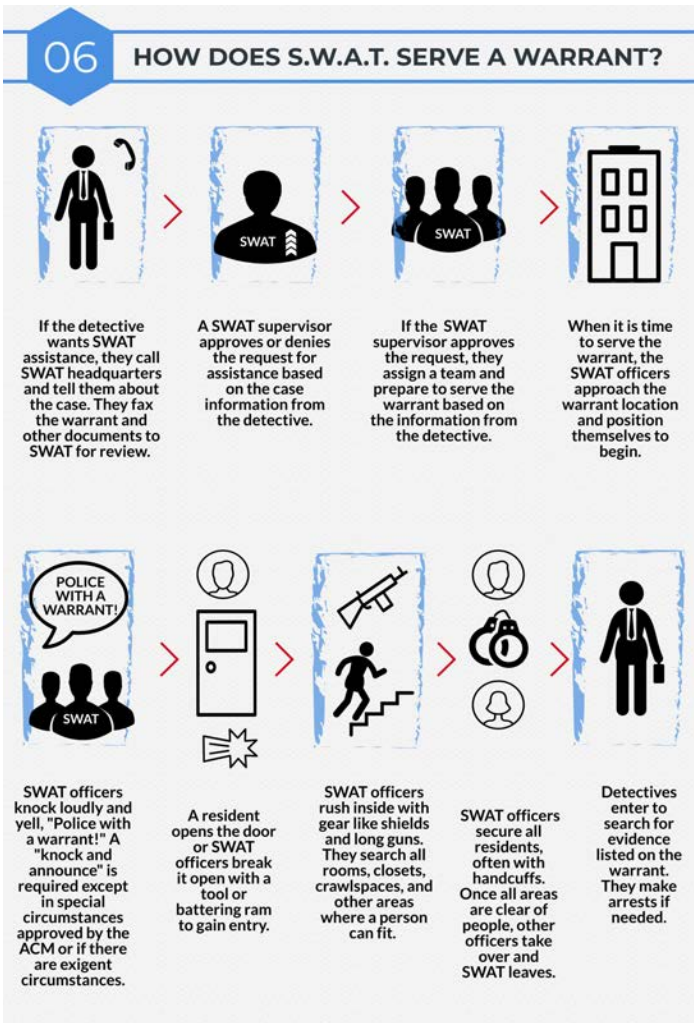
Individuals have a First Amendment right to observe and record police officers engaged in the public discharge of their duties. Officers anticipate and expect to be photographed, videotaped, and audibly recorded. Officers are prohibited from blocking, obstructing, or otherwise hindering recording unless the recording obstructs an officer from performing duties.



### FILE A COMPLAINT IF YOU EXPERIENCE MISCONDUCT

The PAC receives complaints against officers, forwards them for investigation, and monitors the investigation by the PPD Internal Affairs Division. If you witnessed a police officer acting unprofessionally, file a complaint. Visit our website at [www.phila.gov/pac](http://www.phila.gov/pac) to find out how.





## SWAT

This graphic and written explainer outline how the PPD obtains search warrants, why the SWAT unit gets involved, and how the SWAT unit serves warrants. The PAC created this graphic and explainer because the SWAT unit can be objectionable to some because of their intimidating appearance and the heavy equipment they use. As the SWAT unit is a tool used by the PPD, the PAC wanted to ensure that accurate information about the SWAT unit and search warrants was available to Philadelphia residents.

## OISI Explainer

An investigation takes place after an officer discharges their service weapon.

This process can be complex and multi-faceted, so the PAC decided to distill the information into a several significant points for each step in the process. The PAC's goal was to inform the public of the PPD procedures that exist whenever an officer fires their weapon, regardless of the circumstances surrounding the discharge.

immediately transported to the OISI unit. The OISI unit then:

- Collects and secures evidence
- Reviews body-worn camera footage from any cameras activated during the incident
- Prepares an investigation report to be sent to Internal Affairs.

**The Internal Affairs Shooting Team**

- Interviews the officers that fired their weapon(s) within 72 hours of the shooting. Officers are interviewed separately.
- Officers may review their own body worn camera footage prior to giving their statement to the Internal Affairs shooting team.
- Prepares a memo to the Police Commissioner about the results of the investigation.

**The District Attorney's Office**

- Reviews each shooting incident and decides whether to bring criminal charges against the officer.
- If the District Attorney decides to charge the officer(s), the criminal legal process begins.
- If the District Attorney's Office does not charge the officer(s), the officer proceeds through the internal Use of Force Review process and disciplinary process.

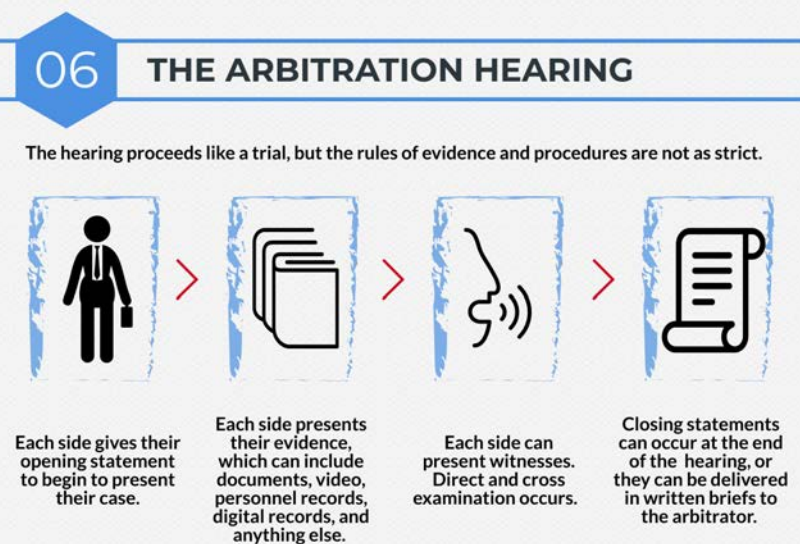
**The Police Commissioner**

- Will release the shooting officer's name, badge number, years of service, assignment, and duty status within 72 hours of the incident.
- Can, by Commissioner's Direct Action, dismiss or otherwise discipline officers at any point.
- Only the Police Commissioner or their designee can authorize the release of any body worn camera footage to the public.

Officers involved in shooting incidents are removed from street duty while they are under investigation.

## Arbitration Explainer

Discipline arbitration is a controversial topic that continues to be discussed in Philadelphia. As controversial as it is, information about how the process works, how arbitrators are selected, and how specific discipline cases get to arbitration is difficult to find. The PAC created this graphic and explainer to reveal how discipline arbitration works in the PPD and provide information about how the process unfolds in other cities to show alternatives to the current system here.






## Scoop and Run

The Philadelphia Police Department is one of the only departments in the United States to transport gunshot and stabbing victims to hospitals. Directive 3.14, formalized in the late 1990's, allows officers to immediately transport persons with penetrating wounds to the nearest trauma center, without having to wait for emergency medical services to arrive.


### Arrival

Philadelphia Police are often the first on scene, responding to severely injured persons




### Assessment

In cases of persons suffering penetrating wounds, the Police do not have to wait for EMS in order to transport victims to trauma centers




### TRANSPORT

Persons suffering from a penetrating wound (e.g. stabbing or shooting victims) will be immediately transported to the nearest trauma center in the Officer's vehicle



### Covid-19 Updates

- Barring exigent circumstances, Officers may not enter the trauma center without wearing PPE
- A limited number of Officers will be allowed into the trauma center to minimize exposure to Covid-19



## Local business flyer

In the beginning of the COVID-19 Pandemic PPD announced they would not be making arrests for certain non-violent offenses. This modified arrest policy created two unintended effects: residents were now aware that they weren't going to be immediately arrested and incidents of certain non-violent offenses began to increase, notably; shoplifting in convenience stores. Many convenience stores are small businesses in their community, and shoplifting has a major impact on their bottom line. Furthermore, many business owners and community members expressed concern that they were now responsible for protecting their own businesses from retail theft. Some may have even felt a call to PPD at all, would've been futile, because no arrest would be made. Though PPD later rescinded the policy, business owners were still upset at the lack of communication from PPD to the business community prior to the policy implementation. The PAC reached out to the business community to share their experiences so we could help. The PAC made this issues a part of our May 2020 Community Meeting. As a result of PPD rescinding the modified-arrest policy, business owners felt safer and knew they had support of police if they experienced retail theft.


### YOUR BUSINESS MATTERS. TO YOU, AND TO OUR COMMUNITY.


*Many Philly Business Owners have reported an increase in Shoplifting during the pandemic.*

**THE POLICE ADVISORY COMMISSION IS HERE TO HELP LOCAL BUSINESS OWNERS SHARE THEIR EXPERIENCES WITH THE PHILADELPHIA POLICE DEPARTMENT.**

*Please join us at our next virtual Community Meeting on 5/20/20 from 6-7:30 pm to discuss how COVID-19 has affected business safety and what the community can do to help.*

**Virtual Meeting Link:**  
<https://tinyurl.com/PAC-May20>






POLICE ADVISORY COMMISSION  
CITY OF PHILADELPHIA

## In Response to the death of George Floyd

**On May 25, 2020 the eyes of the world were fixed on the City of Minneapolis as one of its citizens was murdered.** We all watched in horror as George Floyd lay on the ground, his legs and torso held by officers, while Officer Derek Chauvin knelt on his neck. During the eight-minute and 46 second encounter, Floyd repeatedly said he couldn't breathe, cried out in pain and perhaps the most heartbreaking part of all; he cried out for his mother. Eventually Floyd became unresponsive as onlookers filmed the incident and begged officers to allow him to get up. Their pleas were ignored.

Floyd's murder struck a chord throughout this nation. Not because it was a first, but due to the Pandemic, most of us were quarantining at home and we couldn't look away. The incident thrust police oversight into the center stage and ignited passions all over the world. There were protests all over the country, political figures and businesses began to take a stand and the issue of race and policing in this country became a focal point.



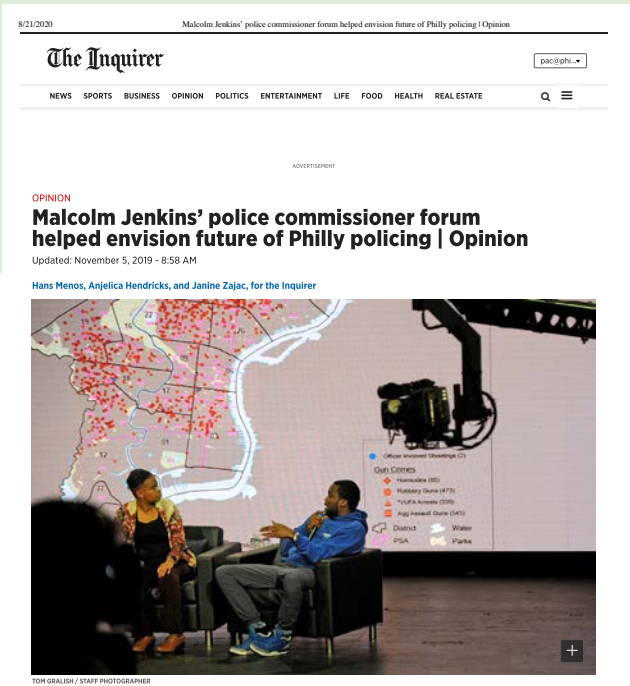
**YOU MATTER.**  
*Your thoughts, feelings and emotions do too.*  
 Join us!  
**VIRTUAL COMMUNITY ROUNDTABLE DISCUSSION**  
*on Policing, Accountability and how we can move forward.....together.*  
 Hosted By:  
**THE POLICE ADVISORY COMMISSION**  
 CITY COUNCIL MEMBERS, CITY RESIDENTS, AND COMMUNITY LEADERS ARE INVITED TO ATTEND  
 6/4/2020  
 4:00 PM  
 via Zoom:  
<https://tinyurl.com/PAC-VCRD>  
 Topics for discussion can be submitted to:  
[pac@phila.gov](mailto:pac@phila.gov)

Philadelphia was no exception. As Philadelphia protested in response, on June 1, 2020 our own inequities of policing became jarringly transparent. Residents who participated in a BLM protest were tear gassed on I-676 while hours later majority-white residents in Fishtown roamed the streets past city curfew, acting like vigilantes who were supported by the police.

PAC wanted to hear how the Floyd incident affected Philly residents. PAC wanted to begin the much-needed discussion on what police oversight needs to look like in the future. How can we hold our police departments accountable and begin to work towards healing and trust? On June 4, 2020, PAC held a Virtual Community Roundtable. Over one hundred participants attended. City residents, Members of City Council, Commissioner Outlaw and PPD personnel, business owners and faith leaders came together to listen to one another. Participants described the climate in Philadelphia surrounding policing and what it would take to move forward. While none of the problems could be solved overnight, many great ideas about oversight were shared, including, police transparency, better community engagement, improved complaint process and the push for the PAC to have more resources to provide Philadelphia with stronger oversight. A month later City Council introduced a ballot question to create the Citizens Police Oversight Commission.

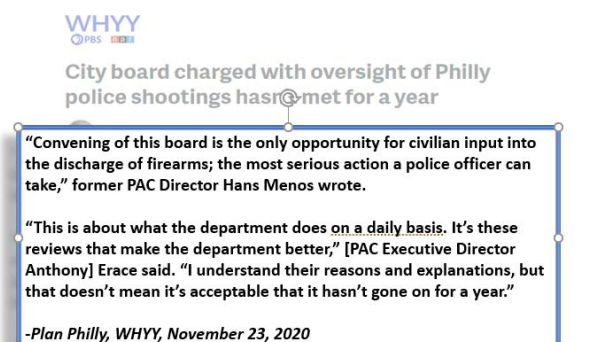
**On June 4, 2020, PAC held a Virtual Community Roundtable.** Over one hundred participants attended. City residents, Members of City Council, Commissioner Outlaw and PPD personnel, business owners and faith leaders came together to listen to one another.

# Amplifying community voices in the media



## Inquirer Op Ed – Malcom Jenkins Forum

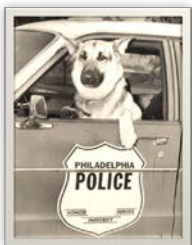
After the resignation of Commissioner Richard Ross, Malcolm Jenkins, then a player on the Philadelphia Eagles and an outspoken proponent of criminal justice reform, lent his celebrity to host a public forum to discuss the qualities Philadelphians want in their next Police Commissioner. Media coverage was critical of the event and failed to recognize its value. PAC staff, on the other hand, appreciated the passion of the forum attendees, and recognized their feelings of exasperation, confusion, exhaustion, and pain. PAC staff wrote an Op Ed that was published by the Philadelphia Inquirer. The PAC synthesized 7 key attributes and goals a Philadelphia Police Commissioner should have, based on feedback at the forum: a willingness to confront trauma; balancing harm reduction with criminalization; dedication to oversight; allegiance to antiracist policies; able to challenge PPD culture; assessment of officer behavior; and equitable police discretion. The PAC was able to serve as a conduit to help residents articulate their needs and values they wanted to see in a new Police Commissioner as the city began its national search.





# Policy Review & Recommendations

A core focus of the PAC's oversight is to conduct thorough reviews of PPD policy and make recommendations to improve existing procedures. Staff use their experience to produce in-depth reports analyzing failures, recommending improvements, and exploring overlooked issues of current policies. Many of these reports have also led to new program implementation. Here are some of the recent policy review reports published by the PAC.



Philadelphia Police Department Canine Encounters  
May 2019

## Canine Encounters

**When this report was released, approximately half of all officer-involved shootings in the prior two years involved dogs.** This trend led the PAC to examine these officer-involved shooting incidents to determine if there were solutions available to better prepare officers for canine encounters and help prevent unnecessary firearm discharges. Reviews of some of these incidents revealed that officers sometimes made premature decisions to use their firearms, and additional equipment or training could have made the officer safer in the encounters. The report made several recommendations to the PPD regarding additional training, equipment availability and inspection, and partnerships with local organizations for training enhancements. The PPD agreed with many of the recommendations. The PAC has also continued to the work of this report as a voting member of the PPD's Use of Force Review Board.



## GVI

In late 2019, the City of Philadelphia announced plans for how the City will respond to gun violence, Group Violence Intervention. This plan included the assistance of the Philadelphia Police Department and their Operation Pinpoint—a

multifaceted crime fighting strategy designed to identify, collect, analyze, and share information needed to pinpoint the most violent offenders and areas. The PAC researched how this strategy is applied in other jurisdictions and prior implementations of the strategy in Philadelphia. After extensive research, the PAC released Data Driven Efforts to Combat Gun Violence: A Discussion on Civil Liberty Protections, to emphasize the necessity of procedural protections to ensure GVI is tailored enough that only the few alleged violent drivers are focused on for intervention. The PAC's motivation for the report is to ensure that all individuals focused on by GVI are equipped with the necessary tools to be supported, including due process protections, specialized plan for services, and equitable evaluations of the City's endeavor to support them. The report received praise from the community and stakeholders. Additionally, several jurisdictions reached out to the PAC to share that they have used the report as a starting point for their own evaluation of gang databases. The City has created a working group to evaluate the recommendations and evaluate practical ways to implement them.

## CAPS - Data

In 2020, the PAC conducted a review of the Complaints Against Police database found on [opendataphilly.org](http://opendataphilly.org), a catalog of open data in the Philadelphia region. The review was a quantitative analysis on the frequency of specific allegations, sustained rate probability, and demographic makeup of complainants. The analysis of over 8,000 complaints between 2013 and 2019 discovered disproportionate findings—with complainants of color having their allegations sustained less frequently than white complainants. This initial review spearheaded a deep dive analysis into complaints against police with the statistical findings being shared with the community and City Council.



Community - Police Complaint Mediation  
February 2020



Philadelphia Police Advisory Commission  
Email: [PAC@phila.gov](mailto:PAC@phila.gov) 1315 Arch Street  
www.phila.gov/pac 11<sup>th</sup> Floor  
Tel: 215 685 0891

## Community-Police Complaint Mediation

The Police Advisory Commission began researching and planning a Community-Police Complaint Mediation Program in 2018. In other oversight agencies throughout the country, community-police complaint mediation

provides an alternative to traditional means of complaint resolution for civilians and law enforcement officers. Complaint mediation allows both parties to come together to discuss concerns and address complaints in a confidential, guided conversation. In 2019, the PAC presented a report on complaint mediation and proposed a framework for a Philadelphia-based model. This proposal received universal support from both former and current PPD leadership, and in one of her first acts as the new leader of PPD, was signed off on by Commissioner Danielle Outlaw.

In 2020, the PAC, PPD, and Philadelphia Commission on Human Relations (PCHR) leadership worked diligently to develop the mechanics of the complaint mediation program. Although delayed significantly by the Covid-19 pandemic and cuts to PAC funding, the PAC looks forward to a phased implementation in 2021.





An Investigation of the PPD Response to Self-Help Evictions



1515 Arch Street, 11<sup>th</sup> Floor Telephone: (215) 485-0891  
Email: PAC@Phila.gov www.Phil.gov/PAC



## Illegal Lockouts

Although tenants have clearly established rights and there are proper legal protocol for evictions, there are times when landlords disregard these and engage in illegal lockouts, also known as self-help evictions. Philadelphia Community Legal Services notified the PAC that tenants who experienced these

illegal evictions often called the police for help but responding officers did not know how to properly assist. Through interviews and case studies, the PAC found that the existing PPD policy about how to handle illegal lockouts was comprehensive and effective. In practice, however, officers were not familiar with the policy and therefore were not providing proper service to tenants. Illegal lockouts tend to impact vulnerable residents, and the downstream consequences of an illegal lockout can be immense. This project led to renewed attention at the PPD on their role in properly handling illegal lockouts. The PAC also worked with the PPD to create an informational palm card that lists phone numbers and other resources for tenants to turn to for legal assistance. This palm card was then stocked at each PPD district for distribution to officers and residents.

## Body-worn Cameras



Philadelphia Police Department  
Body-Worn Camera, Review of  
Policy, Practice, and Custom  
July 2018

Philadelphia Police Advisory Commission

Email: PAC@Phila.gov 990 Spring Garden Street,  
Suite 705  
www.phila.gov/pac Tel: 215-485-0891



Following the adoption of Directive 4.21, concerning Body-worn camera usage, the PAC conducted a review of the operating procedures to ensure the protocols were consistent with best practices in the area. The report highlighted ways in which the existing policy could negatively impact community-police

relations and foster an environment in which the body camera usage lacked appropriate oversight. The PAC's recommendations sought to increase transparency to the public and legal community. The PAC discussed the importance of increasing the pre-event recording time from 30 seconds to 2 minutes, allowing supervisors to audit footage for compliance with departmental standards, and to authorize the release of relevant body camera footage to the PAC for review. Due to the advocacy of the report, several changes were made to the PPD's body worn camera policy. For example, the new policy now increases the pre-event recording time to 1 minute, which allows reviewing bodies the ability to observe the actions of PPD personnel and the community leading up to the moment an officer activates their camera. This gives the event additional context, which is crucial for thorough review and investigation.

**The new policy now increases the pre-event recording time to 1 minute, which allows reviewing bodies the ability to observe the actions of PPD personnel and the community leading up to the moment an officer activates their camera.**



## Firearm report

**Beginning February 2020, the PAC conducted a review of incidents when officers point their firearms but do not fire them.** The goal of this review was to ascertain what, if any, guidance, directives, or protections are mandated by the Department to ensure these incidents are not

overlooked. In this extensive review, the PAC compared the PPD with ten other law enforcement agencies with similar size and responsibility. The PAC discovered that many jurisdictions maintain a policy that requires officers to complete a use-of-force report upon their unholstering and pointing of a firearm at residents; a policy that was absent within the PPD. The PAC reviewed qualitative and quantitative studies and discovered that this practice greatly reduces the number of officer involved shootings, and specifically, the number of shootings involving unarmed individuals. The PAC recommended that the PPD develops this policy to reduce officer involved shootings and ensure these incidents can be properly investigated and evaluated. The PPD now categorizes these incidents as Uses of Force, which requires PPD personnel to document each incident and thoroughly explain why it was necessary to point their firearm.



## Stop & Frisk

**In 2019, Philadelphians voted yes on a Home Rule Charter amendment which called upon the PPD to eliminate the practice of unconstitutional stops and frisk, consistent with judicial precedent.** Anticipating an overwhelming agreement to the amendment, the PAC undertook a review to

determine if PPD Directive 12.8, outlining the procedures for vehicle and pedestrian investigations, was current and in compliance with Pennsylvania legal standards. The report outlined four distinct levels of police interactions with residents and the legal standards sufficient to conduct each. The report provides updates on the law as it relates to mere encounters, detentions based on reasonable suspicion of criminal activity, frisks based on reasonable suspicion that an individual is armed and dangerous, and searches based on probable cause of criminal activity. The recommendations will be consulted as the PPD amends Directive 12.8.

## UFRB

In September 2020, the PAC informed Commissioner Outlaw that the PPD Use of Force Review Board (UFRB), tasked with reviewing officer involved shooting incidents, had not convened in nearly a year; leaving several discharge incidents unreviewed or adequately examined. PPD Directive 10.4 directs the department to hold these hearings at least quarterly to review the investigations of discharges, deaths in custody, and use of force incidents that result in serious bodily injury. In addition, to enhance transparency regarding these incidents, the PAC recommended for PPD to adequately maintain their online database on use of force incidents; designed to inform the public on a summary of the event, the ruling of UFRB, and if the District Attorney has decided to prosecute any personnel for possible criminal charges. The PPD subsequently agreed to the PAC's recommendations and has not only reconvened the hearings but has shared its desire to examine these incidents more frequently.





## Officer Wellness

**Philadelphia Police Department Directive 6:13: Fitness and Wellness of Employees encourages members of the Department to adopt and maintain a healthy and physically fit lifestyle.** In fact, the directive states that a personal wellness program can reduce vulnerability to on-duty injury and illness, lessen exposure to liability and gain respect from the public at large.

PAC believes that the wellness and wholeness of our officers, directly impacts policing. Just as employees are expected to be dedicated to their jobs, organizations must also be dedicated to their staff. It's not enough to simply encourage employees to prioritize their health. Employers should put quality wellness resources in place to assist their workers.

PPD has officers in its ranks who often go above and beyond the call of duty. They're not made of steel; they are human beings with a myriad of emotions. Each of them has their own personal lives which at times can be challenging. Our community needs a police department who employs and deploys officers who are of sound body and mind. The issue of wellness isn't a one-size fits all approach. Wellness resources need to offer a variety of services that can assist the diverse population of PPD. This means that officers who are male or female, LGBTQ or straight, married or single, newly recruited or well-seasoned can find resources specifically for them that can adequately handle their needs.

The 2017 annual report for PPD made it clear that a future area of emphasis would include investment in employee wellness and safety. This investment comprises of ensuring officers are adequately equipped with the necessary tools to achieve optimal health and safety. When this cannot be achieved, officers should be armed with effective resources that assist them throughout their tour of duty, and they should face limited barriers to access needed services. This sentiment was echoed when in June of 2020, Commissioner Danielle Outlaw released PPD's Crime Prevention and Violence Reduction Plan which highlighted Employee Wellness as a priority for PPD.

In 2019, the PAC began researching many of the various wellness tools available to law enforcement locally and nationally. The PAC also reviewed the wellness resources currently implemented by PPD. This examination involved interviews (with active and retired law enforcement personnel) as well as research regarding wellness in general and common issues facing police personnel. The PAC also believes it's important to inform Philadelphia residents of how the issue of officer wellness really translates into community wellness because officers don't just service the community, they are a vital part of it; not only as protectors and providers of justice but also as residents themselves. PAC's Wellness Report will be released in 2021.



## Complaints, Monitoring, and Audits

One of the PAC's primary services is to take civilian complaints against police. PAC representative can walk civilians through the process, help them file their complaint against police, and provide additional follow-up when warranted. In particular, complaints against police can be made with the PAC over the phone, online, in person (pre- COVID-19) or by downloading the complaint form and mailing it to our office. The complaint form is then reviewed and the complainant is interviewed by a PAC staff member to go over any follow up questions and walk the complainant through the complaint process. A PAC staff member then writes up a complaint referral which is forwarded to the PPD's Internal Affairs Division (IAD). While civilians can make complaints against police directly with IAD, the PAC serves as an impartial intermediary. As a civilian oversight agency our goal is to provide complainants with a safe space to air their grievances.

The PAC routinely monitors active Internal Affairs Department (IAD) investigations and conducts audits of completed Internal Affairs investigations. Both actions ensure that Internal Affairs investigations are in compliance with existing policies and procedures. During monitoring, a PAC representative will attend interviews conducted by IAD staff, review any

necessary documents, and stay actively involved until the investigation concludes. Audits are conducted on completed investigations, not only as a form of quality control, but to also identify patterns, collect data, and address systemic issues in police policy, practice, and procedure. Our goal is to ensure the community is heard when it comes to how they want to see Philadelphia policed. We hope to work with Philadelphians to establish a stronger connection with their police department and help ensure accountability. Oversight is public safety.

## Complaints Received by the PAC

Data not complete	<b>170</b>
2017	2018
<b>186</b>	<b>128</b>
2019	2020



# Internal and External Partnerships



## NACOLE

The PAC is a proud and active member of the National Association for Civilian Oversight of Law Enforcement (NACOLE). NACOLE's mission is to create a community of support for independent, civilian oversight entities that seek to make their local law enforcement agencies more transparent, accountable, and responsive to the communities they serve. Members of the PAC staff have attended the NACOLE's annual conference and academic symposiums. This membership has led to building key relationship with oversight colleagues throughout the country. This ensures the PAC is not working in a vacuum, and that the oversight we provide Philadelphia is enhanced through idea sharing forums like these. Most recently, several of our colleagues from other major cities sat in on panel discussions with city leadership to review and reimaged what the new CPOC agency could look like. These conversations proved extremely impactful, and NACOLE is largely responsible for helping the PAC to forge these relations.



## QUATTRONE CENTER

for the Fair Administration of Justice

## Quattrone

The Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Carey Law School is a research and policy center that focuses on an interdisciplinary approach to improve fairness within the criminal justice system. The PAC frequently partners with the Quattrone Center to identify areas of research and analysis, and advocate for best practices to improve policing. The PAC has worked with Quattrone on areas related to police surveillance and technology, officer use of force, and violence prevention measures.



## Mandela Washington Fellowship

The Mandela Washington Fellowship is the flagship program for the U.S. Government's Young African Leaders Initiative (YALI). The Police Advisory Commission was a proud host for Mandela Fellows Charles Robert Nandolo in 2018 and Josue Zabsonre in 2019.



Josue, a police commissioner and deputy chief of the Regional Service of Judicial Police of Ouagadougou and Charles, an administrative and operational specialist

from the Malawi Police Service, spent four weeks working with the PAC and meeting with PPD leadership. Both Fellows shared their perspectives on international policing and, more specifically, the challenges law enforcement faces in both Malawi and Burkina Faso.



## PCHR

The Philadelphia Commission on Human Relations (PCHR) is the City's official civil rights agency. The Commission works to ensure equal rights and opportunities for all Philadelphians. Together, PAC and PCHR leadership entered into a collaborative partnership to bring a Community-Police Complaint Mediation program to the PPD. This new program will allow community members and police to work through issues in a structured dialogue. The PAC and PCHR have also come together advocating on behalf of community members, providing input to PPD on large event planning and response, as well as monitoring protests together. The PCHR is a valued partner, dedicated to strengthening community-police relationships and building a Philadelphia that serves all Philadelphians.



## Live Free

POWER is a Pennsylvania-based non-partisan interfaith group that organizes to tackle many different issues related to social justice, and their Live Free campaign is centered on criminal justice reform. Given the common interest of strengthening police oversight in Philadelphia and related reforms, POWER Live Free has been an important community partner for the PAC. PAC staff have presented projects at their meetings, and PAC's Executive Director spoke at their virtual town hall events on police oversight in the summer and fall of 2020. POWER Live Free has been a crucial driving force in pushing oversight forward, and the PAC looks forward to continuing our collaborations with them.

PAC staff have had the opportunity to sit on many panels on oversight and policing, some include:

- Philadelphia Bar Association Discussion on Police Oversight
- POWER Town Hall Series on Future of Police – (3 appearances)
- City of Harrisburg Future of Oversight Panel
- Philadelphia Bar Association Panel on Body Worn Cameras
- NACOLE Regional meeting regarding Oversight Models



# Looking Towards The Future



**Philadelphia City  
Councilmember Kenyatta  
Johnson (Second District)**

“ As the events of the past year and beyond have shown us, it is important to include a civilian perspective in policing. Citizens want transparency and accountability from our law enforcement officials. This will go a long way towards strengthening the public’s trust and public safety for the city of Philadelphia. Effective oversight is a cornerstone of the public’s trust in our Philadelphia Police Department. I have been proud to partner with the Police Advisory Commission and look forward to working with them and other city leaders to re-imagine oversight here in Philadelphia. ”

## **PAC & PPD Collaborative Reform Project on Disciplinary Hearing**

In summer of 2020, the PAC and the PPD finalized a plan for a collaborative reform effort to revamp some aspects of the PPD’s discipline process. The purpose of this project is for the PAC, as an oversight body and a representative of the community, to review the processes involved in the charging and prosecution of sustained or founded allegations of administrative misconduct by members of the PPD. Through large-scale data analysis, research, interviews with PPD personnel, and a community survey, the PAC will make evidence-based recommendations for procedural changes or substantive restructuring to ensure that a procedurally just and objectively fair system is in place that best serves the employees, the Department and the community. The PPD has agreed to deliver all recent data related to disciplinary hearings and will grant access to internal investigations as well.

## **PAC and PCHR**

In 2021, the PAC and the Philadelphia Commission on Human Relations will convene a lawsuit settlement review group to examine lawsuits involving the Philadelphia Police Department. This project is still in the planning phase, but the goals of the partnership remain clear: to analyze each case and determine what lessons can be learned, identify patterns of problematic behavior, and improve PPD policy and procedures.



# Policy Advisory Commissioners & Staff

## Commissioners



**Ben Geffen**



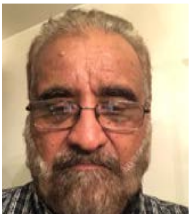
**Bilal Qayyum**



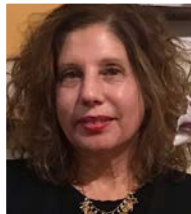
**George Mosee**



**Michael Wehrman**



**Mujeeb Chaudhary**



**Ronda Goldfein**



**Sarah Yeung**



**Shawn Aleong**

**Commissioners not pictured** – Michael Ramming

## Staff



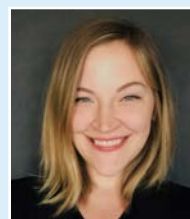
**Anjelica Hendricks**



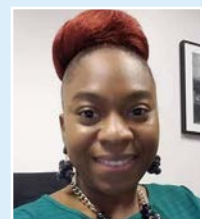
**Anthony Erace**



**Daniel Guy**



**Janine Zajac**



**Taleah Grimmage**

**Staff not pictured** – Anastasia McCarthy

We acknowledge **Joseph Chaffin who retired in June 2020**. His tenure spanned several executive directors. Joseph's dedication to the residents of Philadelphia can not be overstated and we wish him the best of luck in the future



## In Closing

The City of Philadelphia became an innovator of police oversight in the 1950's by establishing the Police Review Board. Since then, civilian oversight of police has taken many forms throughout the country. In Philadelphia, police accountability has undergone many changes, but robust oversight of the Philadelphia Police Department has never been fully realized. We stand now at an unprecedented crossroads – City leaders will make critical decisions about the Citizens Police Oversight Commission, and the PAC is hopeful that Philadelphia will soon have truly independent civilian oversight of police for the first time.

This report highlighted the work that the PAC was able to accomplish in the last few years. The work of the PAC is just one part of police reform in Philadelphia, and it is crucial to recognize the tireless efforts of community activists, City Council, City leadership, and Philadelphians citywide toward the goal of more equitable policing in our City. There is still much more to do; building the Citizens Police Oversight Commission will be an enormous undertaking. The work ahead may be challenging and there will undoubtedly be obstacles to face, but we remain steadfast in our resolve to provide the community with an unparalleled level of independent oversight and hold the Philadelphia Police Department to their motto of honor, integrity, and service.

Anthony Erace, Executive Director  
March 1, 2021