

AIMEE SMITH

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PROFILE

Twenty-nine years as an experienced public safety professional with a results-oriented focus in building and maintaining partnerships and fostering growth through efforts which are grounded in effective communication and collaborative leadership. My consistent focus and commitment have been seeking improvements through transparency, accountability and mutual respect solving real world problems impacting our communities and police agencies. Responsibilities of managing police operations of the fifth largest city, which spans over 500 square miles and has a population of 1.6 million people. The Phoenix Police Department is staffed with approximately 2600 sworn members and 900 support staff members, responding to over 900,000 calls a year. The 2023-2024 operating budget for the Phoenix Police Department is \$979 million.

PROFESSIONAL EXPERIENCE

Phoenix Police Department
Phoenix, Arizona

01/97- to Present

COMMANDER : 08/18- Present

LIEUTENANT : 02/15-08/18

SERGEANT : 5/09-2/15

DETECTIVE : 01/01-5/09

OFFICER: 11/97-01/01

Commander

08/2018-Present

The Commander position is appointed by the Police Chief to command a precinct or a bureau within the police department. This position serves under the general supervision of an Assistant Chief or the Police Chief, dependent upon assignment. This position is charged with the development of sworn and professional staff, while planning, directing, and coordinating personnel and resources to foster growth and operational success throughout the agency and into the community.

• Property Crimes Bureau- Investigations Division (11/2024-Present)

The Property Crimes Bureau Commander reports to the Assistant Chief of Investigations, the bureau investigates burglary, financial crimes, auto theft, graffiti/vandalism, animal crimes and organized retail theft. It is comprised of 83 employees and operates with a budget of \$14 million.

Key Achievements:

- ▯ Worked collaboratively to equalize the workload of current personnel and to forecast the upcoming staffing shortages, identifying alternative solutions.
- ▯ Worked collaboratively to equalize the workload of current personnel and to forecast the upcoming staffing shortages, identifying alternative solutions, while supporting 4,500 monthly cases.
- ▯ Supported major multi-agency investigations including \$8M counterfeit seizures and rental vehicle theft operations.

- ▢ Built Animal Liaison Program and improved animal ordinance enforcement, highly political investigations.
- ▢ Led Retail Crime Roundtables linking major retailers and private sector technology innovators with Phoenix PD.

• **Duty Commander- Office of Administration (01/2024-11/2024)**

The Duty Commander reports to the Assistant Chief of the Patrol Division. The commander oversees the safety and security for the City during non-business hours, maintaining order within the community and ensuring all employees follow policies, rules, and regulations. This position requires being well-versed in tactical and policy matters to make quick decisions in real-time situations, it required the privatization of safety and to protect the City from litigation.

Key Achievements:

- ▢ Oversaw night operations for the police department, responded to high profile events, ensured sound tactical decisions, proper resource allocation, and all applicable laws were followed. This required being well versed in local and national events, ensuring quick operational decisions were of sound judgment and providing direction as needed.
- ▢ Composed a leadership guide for utilization by the shift lieutenants and 911 supervisors for coordinated communication for operational success. Required applying all updated policies and laws and coordination with key members of the police department.
- ▢ Monitored performance, controllable overtime and mentored employees.

• **National Public Safety Partnership Coordinator (12/2021-12/2023)**

I was selected for this role by the Police Chief and it was accomplished in addition to assigned duties and responsibilities. The National Public Safety Partnership (PSP) program was established by the U.S. Department of Justice to provide an innovative framework to enhance federal support for local law enforcement and prosecution authorities in enhancing public safety.

Key Achievements:

- ▢ Identified resources to enhance the police department while collaborating with city department heads, local, state and federal law enforcement executive partners and prosecutor offices to reduce violent crime. This program required extensive time management, organization of large events, relationship building and coordination of resources.
- ▢ Organized and ran bi-weekly meetings, identified specific training and technical assistance for the department, organized peer to peer exchanges across the country, identified and oversaw the completion of three in-depth department assessments.
 - ❖ Crime Analysis Assessment
 - ❖ Technology Assessment
 - ❖ Non-Fatal Shooting and Gun Violence Reduction Assessment
- ▢ Multilevel collaboration with 25 PSP partners and diverse community stakeholders on a three-year City-Wide Strategic Plan to reduce violent crime in a specific area.
- ▢ Coordinated 11 peer exchanges, sending over 40 employees to learn best practices across the country. Hosted site visits for 23 police departments to highlight the Phoenix Gun Crime Intelligence Unit, Homicide Clearance Rates, Vertical Prosecution Model, Civilian Investigator Program, Critical Incident Outreach, and Public Affairs Critical Incident Video protocol.
- ▢ Brought in resources to teach a CompStat process, in addition was interviewed for a federal virtual training session on CompStat reducing crime.

- Requested to coordinate and featured in a highlight/training video of the PSP program, coordinated project at multiple locations and citywide interviews for the Department of Justice to utilize.
- Extensive work with the Maricopa County Attorney's Office to develop a data dashboard tracking case submittals
- Amended an expiring grant of over \$700,000 in federal funding to purchase a Rapid DNA machine, training program software, and multiple pieces of essential equipment for investigators.
- Drafted presentations, brought in partners and presented at the PSP Annual Summit in Tulsa, OK on Partnerships. Required collaboration with federal partners, prosecutor offices, and multiple department employees.
- Coordinated the presentation for the department at the Annual PSP Summit in Indianapolis on the Non-Fatal Gun Shot Wound teams built.

- **Professional Standards Bureau (06/2023-11/2024)**

The Internal Affairs Commander of the Police Department reports directly to the Executive Police Chief. The Commander is responsible to fully, fairly and efficiently oversee investigations and allegations of employee misconduct discovered internally or based on a civilian complaint. Responsible to hold employees accountable to a disciplinary system that is fair, consistent and unbiased while providing due process and meeting state requirements. It is comprised of 30 employees and operates with a budget of \$6.7 million.

Key Achievements:

- Analyzed areas of internal policy, oversight, transparency, and advancement of the Bureau, focusing on staffing and internal processes. Re-established a case management tracking system with updated state law compliance measures to assist with knowing the status of each case in real time.
- Ensured stringent compliance with State and City laws, Officer Bill of Rights, union contracts, and City Charter rules. Recognized the need to comply with updated state law within the Officer Bill of Rights. Drafted a letter notifying officers when their cases were going over time limits and the reason their cases were delayed. This required collaboration with legal counsel, labor groups and the Chiefs Office. This allowed for complex officer involved and in custody death investigations to be thoroughly investigated while also still obtaining community input.
- Worked directly with the City of Phoenix Office of Accountability and Transparency Department (OAT) as this oversight department was being implemented. Led efforts in the development of the process of sharing information guided by state law and city policies. This effort required extensive internal communication and external research of best practices.
- Oversaw the presentation of investigations to the Discipline Review Board tasked with making recommendations to the Police Chief for the appropriate level of discipline for sustained violations of City or Police Department policies.

- **Employment Services Bureau (02/2022-01/2023)**

The Employment Services Commander is appointed by the Police Chief and reports to the Assistant Chief of the Organizational & Professional Development Division. The Commander oversees the testing, background investigation and polygraph examination of all police

department applicants. It is comprised of 60 employees and operates with a budget of \$10.7 million.

Key Achievements:

- ▢ Completed an extensive review of the hiring process and partnered with City Human Resources Department to identify new practices in the post covid hiring era. Several new initiatives were implemented to include academic & military training waiver for initial testing, virtual hiring process for out-of-state applicants, adoption of the Department of Defense Skill Bridge program, physical fitness transition for indoor assessment and re-organization of detective assignment rotation.
- ▢ Initiated and launched the 30X30 Initiative. A national initiative to advance representation and experiences of women in all ranks of policing. Engaged with internal and external stakeholders, extensive assessment of department staff, identified drivers of disparity, identified barriers for women to advance to leadership positions. Explained the initiative and gained support through appearance at the City Council Public Safety Sub-Committee meetings.
- ▢ Innovative proficiency to establish new policing position of Civilian Police Investigator. Collaborated with Human Resources, department leaders, state retirement system and legal advisors. Accomplished the new position and hired over 30 employees in the first round. Highly successful position in the field of policing.
- ▢ Implemented a cloud-based human resource management program which modernized our practices and increased efficiency of applicant hiring; significant improvement made in the length of time to hire an applicant.
- ▢ A significant issue was identified in the polygraph examination process which necessitated updated training to become consistent with all other state agencies and utilized a third-party vendor to outsource some polygraph examinations to ensure the efficacy of our program.
- ▢ Collaborated with City Human Resources to acquire additional professional staff positions focused on marketing and recruiting efforts.

• **Community Engagement Bureau (11/2021-06/2023)**

The Community Engagement Commander is appointed by the Police Chief and reports to the Assistant Chief of the Organizational & Professional Development Division. The Bureau is the central hub for citywide community engagement efforts for all seven precincts. It is comprised of 50 employees and operates with a budget of \$7 million.

Key programs and initiatives through this bureau include:

Block Watch	Getting AZ Involved in Neighborhoods	U Visa Certification	Safe Business Network
Citizen Academy	Police Cadet Program	COPS Volunteers	School Resource
Community & Police Trust Initiative	Community Response Squad	Crime Free Multi Housing	Neighborhood Patrol
Police Chief Advisory Boards	Phoenix Police Museum	Police Activities League	Wake Up! Club

Key Achievements:

- ▢ Aligned Police Chief Advisory Boards to operate more efficiently through a quarterly meeting cadence with chairpersons from all 12 boards. Approved agenda and presented at meetings.
- ▢ Led efforts for School Resource Officer Program to expand with the use of off duty personnel, specifically trained in complex school issues to maintain an officer on campus, while maintaining staffing for the entire department. Worked extensively with school district personal.
- ▢ Oversaw the Community Response Teams in the response to civil demonstrations, to include police accountability, women's rights, vaccination mandates, abortion, war demonstrations, animal rights, and religious freedom.
- ▢ Collaborated with the Special Assignment Unit to build the Negotiations Call Out Program within the Crisis Intervention Teams to better deal with individuals who are experiencing mental health issues.
- ▢ Coordinated the effort of expanding the platform of the Cadet program to streamline a high school to employment pipeline which benefited the community, the department and the future generations of employees in the city (detention officers, police assistants, communications operators, records clerks, officers)
- ▢ Established Post Critical Incident Protocols for the bureau. This entailed the coordination of Community Engagement Detectives and Crisis Response Units responding to a neighborhood within 24-48 hours to offer trauma care, connect with residents and share available information.
- ▢ Represented the City at Community Listening Sessions with diverse community groups hosted by the Arizona United States Attorney's Office.

• **City Mangers Office Liaison and the Office of Administration (02/2020-11/2021)**

Both of these positions are appointed by the Police Chief and report directly to the Police Chief or the Executive Assistant Police Chief. The City Manager's Office Liaison represents the Chief of Police in communications and written documentation to the City Manager's Office, other City Department Heads and City Council members. The Commander position in the Office of Administration is responsible for any projects, research or direction the police chief requests.

Key Achievements:

- ▢ Collaborated with investigators and the Police Chief on 26 officer involved shootings in 2020, and an increase of 44% in homicides in the same year to facilitate communication, lead discussions, solicit feedback and address concerns from elected officials and other high-ranking officials in the City of Phoenix.
- ▢ Led a public-private partnership with Axon, sponsored by the National League of Cities for a Capstone project titled, "Building a Better Police Officer". The innovative program incorporated virtual reality training, in-person training, and wellness initiatives to create a comprehensive training program in the listed discipline areas. Partnered with Axon on a final national presentation of the program.
- ▢ Set up the initial Arizona Law Enforcement Accreditation Team for the department that ultimately received accreditation through the Arizona Association of Chiefs of Police.

This entailed writing a \$75,000 grant for software to facilitate this process, collaborating with other departments in the writing process and setting up staffing.

- ▢ Launched training, Active Bystandership for Law Enforcement (ABLE) for all employees. ABLE aims to create a police culture in which employees routinely intervene and accept interventions to prevent misconduct, avoid mistakes, and promote officer health and wellness.
- ▢ Department identified Executive Liaison for the outside review/reform completed by 21CP Solutions in three areas: Response to Civil Unrest, Field Training Program and Community Engagement. Required coordination of multiple interviews of employees in areas of contracted work, as well as tasked with the management of document requests. Collaborated efforts of reform suggested by 21CP with department staff.
- ▢ Selected by the City Manager to oversee a high-profile internal investigation in conjunction with a third-party investigating firm.

- **Desert Horizon Precinct (11/2019 to 09/2020)**

The Desert Horizon Precinct Commander is appointed by the Police Chief and reports to an Assistant Chief in the Patrol Division. The Desert Horizon Precinct is one of six patrol precincts in the city, overseeing 250 sworn and non-sworn employees, encompassing 75 square miles with over 300,000 residents with an operating budget of \$42.5 million.

Key Achievements:

- ▢ Significant responsibility for making decisions, independent judgment in interpreting policies and procedures, and applying laws and ordinances.
- ▢ Analyzed, comprehended, and made inferences from written material, including departmental policies and procedures, federal and state laws, city codes, city personnel rules, and police reports.
- ▢ Resolved routine and complex operational and procedural problems; formulated programs and plans to maintain departmental efficiency and responsiveness; and made fair and consistent recommendations on performance ratings, disciplinary actions, and other personnel matters.
- ▢ Designated as the Field Training Coordinator among my peers for oversight of the training program. This required regular scheduled meetings and problem solving with the Training Academy with new recruits/officers. Redesigned program to train in place versus a set squad. This achieved better training officers who were more engaged.

- **Communications/911 Bureau (08/2018-11/2019)**

The Commander of the Communications Bureau is appointed by the Police Chief and reports to the Director of the Technology Bureau. This Bureau is responsible to oversee and manage 280 professional staff employees. The Phoenix Communications Bureau receives over 2 million emergency and non-emergency calls, dispatching an average of 900,000 calls a year. It is comprised of 270 employees and operates with a budget of \$23 million.

Key Achievements:

- ▢ Led reforms which modernized practices and increased efficiency of applicant hiring; significant improvement made in the length of time to hire an applicant. Partnered with City Human Resources Department to identify new practices in the process. Several new initiatives were implemented to include running multiple modalities of testing on the

same day, strategic days and times of testing and establishing new standards for entry level skills.

- ▢ Initiated the departments call diversion program. This entailed extensive collaboration with behavior health professionals, establishing new training protocols and new orders of operation for the Bureau.
- ▢ Established funding, protocols and training for a new position, the Supervisor Lead. This position was at a critical time of advancing staff while also maintaining staffing levels.
- ▢ Selected to represent the City at the Labor Group negotiations table with employee group.
- ▢ Extensive work on employee wellness and retention. Brought in and coordinated with a nonprofit group to build a “Quiet Room”. A room of total quiet and peace to take a break in when needed. This type of space was duplicated throughout other police buildings. Also worked with employee groups to establish a more relaxed dress code building employee morale and retention.

Lieutenant

February 2015-August 2018

All specialty (non-patrol) lieutenant positions are competitive assignments which require a testing process with successful candidates appointed by and reporting to the assigned Bureau Commander.

- **Community Engagement Bureau (12/2017-08/2018)**

Key Achievements:

- ▢ Facilitated meetings for each of the 12 Police Chief Advisory boards made up of diverse community leaders who communicate global and community concerns.
- ▢ Coordinated a large-scale annual summit event consisting of all 12 Advisory Boards, key police department staff, speakers and agenda.
- ▢ Oversaw innovative first responder model of police-based crisis intervention with community, health care and advocacy partnerships connecting community members to the proper crisis services
- ▢ Actively engaged with community members to maintain an on-going working relationship with all members and building relationships in order to create a climate of trust.
- ▢ Monitored demonstrations, labor disputes, rallies and marches: providing a safe environment so that appropriate preparations can be made and events can be conducted peacefully.

- **Violent Crimes Bureau/Assaults Unit (04/2016 to 12/2017)**

Key Achievements:

- ▢ Oversaw investigations at major crime scenes involving aggravated assaults, homicides, violent crimes, suspicious deaths, and officer-involved shootings.
- ▢ Provided detailed leadership in establishing the Gun Crime Intelligence Unit when awarded a million-dollar federal grant. Established the oversight and requirements of the grant reporting structure.
- ▢ Oversaw instigations into 40 different types of crimes, routinely dealt with high profile, controversial and politically charged investigations.
- ▢ Collaborated with the homicide and robbery units routinely on case management and investigative processes.

Sergeant**05/2009- 02/2015**

All specialty (non-patrol) sergeant positions are competitive assignments which require a testing process with successful candidates appointed by and reporting to an assigned Bureau Lieutenant.

• Neighborhood Enforcement Team**05/2011 to 02/2014***Key Achievements:*

- ▢ Led a proactive plain clothes squad focused on resolutions at all levels. Successfully managed complex investigations which yielded resolution in successful prosecutions. Trained and mentored young officers in an entry level investigation detail.
- ▢ Coordinated and led a 6-person squad through an in-depth investigation into a ring of Organized Retail Theft suspects. Received the Police Chiefs Unit Award for this investigation where over 5200 pieces of clothing were recovered, 19 suspects were indicted and 76 victims were identified. Conducted a press release with the Attorney General and multiple news outlets.

Detective**05/2001 to 05/2009****• Undercover Drug Enforcement Bureau***Key Achievements:*

- ▢ Nine years of experience as an Affiant for multiple types of warrants including Title III Wire Taps, Court Orders, GPS Affidavits, Pen Registry/Trap and Trace and Subpoenas to lead multi-jurisdictional investigations to into illegal organizations.
- ▢ Built prosecutable cases with a vast knowledge base of search and seizure laws.
- ▢ Field Training Detective for new undercover detectives
- ▢ Financial Crimes Task Force Agent
- ▢ High Intensity Drug Trafficking Methamphetamine Task Force Agent

Patrol Officer Central City Precinct**11/1997 to 12/2001****ADDITIONAL PROFESSIONAL EXPERIENCE****National Association of Women in Law Enforcement Executives, NAWLEE****2025-Present**

Elected to a three-year Executive Board term in which board assignments shift annually, culminating in eventual service as President of the national board in April 2028.

Adjunct College Professor at Rio Salado College**2015-Present**

Nine years' experience of college teaching. Delivering virtual instruction and assisting in course content to college students in Criminology and Administration of Justice courses. Direct report to Angela Kwan and Laura Liuzzo Faculty Chair.

Executive Board member for Tenant Hospitals/Abrazo**2019-Present**

Voluntarily serve on the Executive Board for three local hospitals under Tenet Health. Promote the mission of the hospital, oversee strategic direction, support financial sustainability and financial development programs, and evaluate and monitor hospital performance e. Board Chair, Miriam Hayenga.

IACP-International Associations of Chiefs of Police	2021-Present
Selected as committee member for the Police Professional Standards, Ethics, and Image Committee. Serve as a subject matter expert from whom leadership and staff can draw advice, strategic insights, and technical expertise.	
AACOP-Arizona Association of Chiefs of Police	2023
Worked with a team of executive leaders throughout the State on a Strategic Plan for 2023, specific work on a subcommittee for Member Engagement and Value	
International Institute for Research	2023-2024
Contracted work as a subject matter expert supporting technical assistance and training for the Law Enforcement Profession throughout the United States. Direct report to Joe McHale.	

PROFESSIONAL DEVELOPMENT

Arizona Problem-Oriented Leadership Institute for Chief Executives/Arizona State University	2019
Program designed for senior-level Arizona police executives to improve police services, using a problem-oriented approach to policing.	
FBINA/ FBI National Academy, Quantico, Virginia	2017
Eleven-week senior command school for police executives, class #267. Remain an active member.	
Leadership for Female Executives/Bill Blackwood Management Institute of Texas	2014
One-week coursework designed for executive development among existing and future female leaders.	
Incident Management/Emergency Management	
Department of Homeland Security- FEMA, Emergency Management Institute	
Completed training and certification programs for coordination of federal and state resources in high-profile, mass casualty, and natural-disaster incidents which served as foundational leadership roles:	
❖ 2024 WNBA All-star Game, 2023 World Series, 2008, 2015 and 2023 Superbowl's and 2017 and 2024 Final Four Incident Management Team experience. ❖ Super Bowl LVII Incident Management Command for Public Safety in the Multi-Agency Coordination Center. Responsibilities included comprehensive pre-planning and strategic oversight of the Community Response Groups for Fan Fest and related event activities. Direct coordination and response to any planned or unplanned first amendment activity. ❖ Incident Management related to city-wide Covid-19 testing and vaccination sites. ❖ Incident Management Command during multiple visits from numerous political candidates during the 2020 and 2024 campaign for President of the United States. ❖ Command of multiple first amendment activities, experience collaborating with all involved entities.	

EDUCATION

Master's Degree, Educational Leadership	2000
Northern Arizona University, Flagstaff, AZ	
Bachelor of Arts, Leisure Studies	1996
Northeastern Illinois, Chicago IL	
Associates Degree, Communication	1993
South Suburban College, South Holland IL	

CURRENT AND FORMER ORGANIZATIONAL INVOLVEMENT

Police Executive Research Forum
International Association of Chiefs of Police
Arizona Association Chiefs of Police
National Association of Women Law Enforcement Executives
FBI National Academy
Arizona Narcotics Officers Association
Arizona Gangs Officers Association
International Association of Financial Crimes Investigators

AWARDS & ACHIEVEMENTS

Elevating Women in Blue, Phoenix Police Foundation, 2026
Law Enforcement Partnership Award, US Attorney District of AZ, 2023
Police Chiefs Unit Award, 2011
Recipient of the National Award, National Drug Control Policy and HITDA, 2010
Choice Point Award Excellence Criminal Investigations, International Association of Chiefs of Police, 2007
Directors Unit Citation, Department of Public Safety, 2006
Certificate of Appreciation, Phoenix Field Division ATF, 2005
Recognition of Excellence from the Police Chief, 2004
State of Arizona Narcotics Investigator of the Year, 2004
Medal of Lifesaving, 1998
Numerous commendations from supervisors, peers and community members