



# Community Conversations and Other Efforts to Strengthen Police-Community Relations In 49 Cities

August 10, 2016



## **The United States Conference of Mayors**

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The U.S. Conference of Mayors is the official nonpartisan organization of cities with populations of 30,000 or more. There are nearly 1,400 such cities in the country today, each represented in the Conference by its chief elected official, the Mayor.

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# FOREWORD

Following tragic shootings in Baton Rouge, Falcon Heights, and Dallas that rocked the nation, on July 13 in the White House, President Obama had a four-hour conversation with mayors, law enforcement officials, the faith community, civil rights leaders and activists about ways to keep people safe, build community trust, and ensure justice for all Americans. For nearly four hours they discussed:

- Ways that all sides of our communities – activists, police, local officials – can work together to protect both the peace and first amendment rights at protests.
- How we can effectively police neighborhoods ravaged by violence, improve law enforcement hiring practices, and make sure we're not asking our police to do too much.
- How, when tragedies do occur, we can act in a way that honors all members of our communities.

President Obama is encouraging all Americans – no matter who they are or where they live – to do whatever they can to foster these conversations and find solutions for their communities. He asked The U.S. Conference of Mayors and the National League of Cities to help make these conversations occur – in 100 cities in 30 days. Our organizations agreed to do this and have been working with the White House to encourage mayors and other local officials to convene community conversations on race relations, justice, policing and equality. The response has been overwhelming. One hundred and five cities have told our two organizations that community conversations and other activities have occurred and/or are planned.

This report is a compilation of the information on these activities that mayors in 49 cities in 30 states have sent to the Conference. It demonstrates that mayors took the President's challenge seriously and that many important efforts are underway in our cities.



Tom Cochran  
CEO and Executive Director  
The U.S. Conference of Mayors  
August 10, 2016

**Anchorage, AK**  
**Mayor Ethan Berkowitz**

### **UNITY MARCH FOR ANCHORAGE**

Alaska Governor Bill Walker, Anchorage Mayor Ethan Berkowitz, and Anchorage Police Chief Chris Tolley were among hundreds of people who participated in a July 16 Unity March in Anchorage. All three addressed the march when it reached its downtown destination. Anchorage's Interdenominational Ministerial Alliance organized the march, which brought together church leaders, politicians, police officers community activists, and families in a proactive celebration of diversity and call for unity.

**Phoenix, AZ**  
**Mayor Greg Stanton**

### **COMMUNITY & POLICE TRUST INITIATIVE**

The Community & Police Trust Initiative (CPTI) was formed to review police-community relations and was made up of a group of 17 diverse community members, representing the residents of Phoenix, including those from the disability, immigrant, LGBT, millennial and refugee communities. Through a nine-month process, the CPTI membership came up with a series of recommendations to enhance the Phoenix Police Department's relationship with the community. An implementation plan has been developed for all 15 recommendations. Information on the CPTI and the recommendations are at <https://www.phoenix.gov/trust>. The city has just wrapped up a series of 13 community meetings about the initiative held between July 9 and August 1.

**Little Rock, AR**  
**Mayor Mark Stodola**

### **COMMUNITY CONVERSATIONS**

Little Rock Mayor Mark Stodola participated in five community conversations between July 18 and August 3. Most have been held in African American churches or at a historically black college. The meetings have been relatively well attended and the panelists in one setting included African American police officers and, in almost all instances, African American members of the judiciary. Below is information on these events:

- On July 23, the Little Rock Police Department, Arkansas Baptist College, the OK Program, and the Derek Olivier Research Institute for the Prevention of Black on Black Violence held Black & Blue, Creating Solutions for Change. Residents were invited to come out and join police officers and community leaders to explore creative solutions for community change.
- On August 3, at the St. Mark Baptist Church, an African American mega church, there was a panel discussion, *Know your Rights, How to Safely Interact with Law Enforcement*. It was broadcast live by the local Fox television station.
- The City has held several successful "Coffee with a Cop" conversations in conjunction with McDonald's franchisees.

**Anaheim, CA**  
**Mayor Tom Tait**

**CITY OF KINDNESS, COMMUNITY GATHERINGS, AND  
OTHER COMMUNITY POLICING INITIATIVES**

**City of Kindness**

When Mayor Tait began his first term as mayor in 2010, he committed to instilling kindness as a core value in our city, with the goal of making Anaheim a city of kindness. He delivered the core value during speeches; the city created a logo and encouraged everyone to act with kindness toward each other. The goal was to change the culture of our widely diverse city through simple, powerful and unsolicited acts of kindness. This will create what academics refer to as social capital, or another way to refer to it is building social muscle so that when inevitable challenges arise, we as a city have the strength and resiliency to respond effectively.

The kindness campaign is becoming a movement and our city's commitment to kindness has been noticed, and not just by us. His Holiness the Dalai Lama heard about Mayor Tait's Kindness campaign and has since established a relationship with Mayor Tait, even choosing to celebrate his 80<sup>th</sup> birthday in Anaheim. Now Mayor Tait and the Dalai Lama are working collaboratively on an initiative to spread the message of kindness to other municipalities and school districts.

**Hi Neighbor**

In the 2011 State of the City Address, Mayor Tait announced his vision of a freer and kinder City of Anaheim with a revival of the Hi Neighbor Program. The Hi Neighbor program seeks to encourage residents to connect with each other in order to build community, increase resiliency and solve problems. Improving our communities requires involvement from each of us and getting to know your neighbor is the first step to developing a stronger, safer and more resilient community. Additionally, making our neighborhoods and communities safer is every resident's responsibility and with Hi Neighbor, community policing is a collaborative effort between the Anaheim Police Department and neighborhoods to identify and solve community problems.

**Million Acts of Kindness**

Mayor Tait believes our kids are leading the way and as the Kindness Initiative was building momentum, Mayor Tait challenged the Anaheim City School District to perform A Million Acts of Kindness. More than 19,000 students performed acts of kindness every day by helping their friends to picking up trash. In 2015, the school district achieved its goal by performing One Million Acts of Kindness. From this campaign other school districts and cities have also committed to instilling kindness as a core value, creating a culture that teaches our youth to be kind to one another.

**Community Gatherings**

Building off of Mayor Tait's Kindness Initiative, a series of four community gatherings across Anaheim are scheduled in August and September 2016 to provide an additional opportunity for residents and police officers to share a meal and conversation in an informal, casual setting.

### Community Policing Initiatives

Communities thrive when residents feel safe and comfortable in their neighborhoods, and when those residents and other key stakeholders play a role in the creation of vibrant places not only to live and raise families, but also to visit as destinations. Toward this end, the Anaheim Police Department (APD) is committed to collaborating with community members and other key stakeholders in solving problems and preventing crime. Significant change and Department-wide improvements have been implemented over the past three years, both in response to community concerns and to enhance its relationships with Anaheim neighborhoods. Building trust and confidence through open dialogue, transparency and accountability, APD today delivers professional, prompt and responsive policing through collaboration with residents, visitors, businesses and key stakeholders throughout the City.

APD has carried out extensive community outreach efforts and enhancements in policies and procedures to foster positive community relations. Some of these efforts are highlighted below, and they demonstrate an approach built upon the foundation of partnership wherein Neighborhood Watch members, Neighborhood Council members, Advisory Board members, parents, youth, faith-based leaders, school representatives and other community leaders collaborate and work every day to strengthen APD's capabilities in reducing and preventing crime and improving quality of life.

<b>Community Outreach and Programs</b>
1. <b>Chief's Advisory Board</b> - The Board is comprised of 26 members who represent non-profits, Anaheim schools, businesses and community members. The Chief of Police along with his command staff meet with the Board once a month to proactively seek the advice and counsel of the key community stakeholders regarding issues that impact the safety and quality of life of Anaheim residents and visitors. The Board provides information and feedback to the Chief of Police to further the goals and initiatives of the department.
2. <b>Chief's Neighborhood Advisory Council</b> - Comprised of representatives from 22 neighborhoods across the City, the Chief's Neighborhood Advisory Council serves as a forum for dialogue between the community and the police department. Monthly meetings with the Chief of Police and his command staff provide the opportunity to discuss concerns and identify strategies to reduce crime while building and strengthening police/community relationships.
3. <b>Chief's Youth Advisory Council</b> - Made up of a diverse group of talented and committed youth from throughout the City with various cultural backgrounds, the Council explores emerging issues, identifies solutions and takes action to make a positive difference in their City.
4. <b>Public Safety Board</b> - Established in 2014 by the Mayor and City Council, the Board comprised of nine Anaheim residents reviews public safety budgets, staffing levels, service delivery mechanisms, police and fire practices, and critical incidents, such as officer-involved shootings, use of force and in-custody deaths. The Board has public meetings on a regular basis, their input, insight and partnership is used to assist the Department with reviewing their service delivery to the community they serve.

<p>5. <b>Office of Independent Review Group (OIR Group)</b> – The OIR Group serves as a professional and independent external auditor with extensive experience in the examination of public safety practices. Led by Michael Gennaco, the OIR Group’s role was expanded in 2014 to include responding to the scene of all officer-involved shootings and in-custody deaths in real time to monitor and advise the City in the investigation. Additionally, the OIR Group audits a series of investigations/cases such as all bias-based policing complaints, all administrative investigations in which the subject employee holds the rank of sergeant or higher, and many others on an ongoing basis. From this review, the OIR Group prepares a public report with recommendations to policies, procedures, and practices of the Anaheim Police Department. Since the OIR Group began writing reports, they have issued more than 55 recommendations on a variety of matters. Each public report is presented to the Public Safety Board who has an opportunity to ask questions regarding the recommendations and insights written in the report.</p>
<p>6. <b>Mandatory Recording- Audio and Body Worn Cameras</b> - In 2013, the Anaheim Police Department instituted mandatory audio recording of contacts during police-related activity. Recognizing the far greater evidentiary benefits and value in terms of building and maintaining trust between the Department and the community, the Department was the first agency in the county and the region to implement body worn cameras. Full camera training, deployment and policy implementation was completed in April 2015 and today, all uniformed enforcement personnel audio and video record all police-related activity.</p>
<p>7. <b>Body Worn Camera Study</b> - The Anaheim Police Department participated in a California State University, Long Beach body worn camera study. The study examined customer satisfaction with body worn cameras, and preliminary results indicate a higher level of public satisfaction when officers are equipped with and use body worn cameras. The study’s final report is expected in the coming months.</p>
<p>8. <b>Community Policing Meetings</b> - The Department facilitated more than 205 community outreach and education opportunities from June 2015 to April 2016. These meetings included events such as Neighborhood Watch, Coffee with a Cop, Business Watch, Flashlight Walks, National Night Out, Public Awareness through Citizen Education (P.A.C.E.), and community meetings to address specific concerns.</p>
<p>9. <b>Mobile P.A.C.E.</b> - The Anaheim Police Department created a mobile version of the Public Awareness through Citizen Education (P.A.C.E.) academy, which is designed to educate residents about the philosophy, policies and guiding principles of law enforcement. The 8-week course, offered in English and Spanish is a condensed version of the 14-week P.A.C.E program. The program is offered at local community centers making it easier than ever to attend and learn this valuable information.</p>
<p>10. <b>Neighborhood Watch Program</b> - The Department facilitated more than 86 Neighborhood Watch meetings from June 2015 to April 2016 to encourage neighbors to get to know each other and work together toward reducing and preventing crime.</p>
<p>11. <b>Cops 4 Kids</b> - The program was established to serve children between the ages of five and 17 years old who reside in or attend school in Anaheim. Cops 4 Kids aims to establish positive relationships among youth, police and the community. The</p>

<p>program continues to grow annually; in 2012 the program graduated approximately 125 children a year. It now serves more than 500 children at eight elementary school campuses.</p>
<p>12. <b>Public Safety Pipeline</b>- Recognizing the need for an avenue for youth to stay connected with the Department and to discover career opportunities within the Anaheim public safety sector, the Department led the effort to create a Public Safety Pipeline. Partnering with Anaheim Fire &amp; Rescue and the Anaheim Union High School District, the department is working with 7<sup>th</sup> and 8<sup>th</sup> grade students to expose them to careers in public safety. The middle school students learn about character building, public service, communication and teamwork, skills that are essential for careers in public safety. With the continued support of the City Council and school officials, the program seeks to reach students in their early developmental years and to both inspire and guide them through their educational experience, ultimately preparing for future careers right here in their home town.</p>
<p>13. <b>Mobile Afterschool Program</b>- In partnership with the Anaheim City School District, the Department is developing an afterschool mobile homework program. This program will visit neighborhoods with a specially outfitted vehicle along with school district teachers and tutors. Police personnel and school district instructors will help children with homework and interact with parents and residents, further strengthening the relationship with the community the Department services.</p>
<p>14. <b>Coffee with a Cop</b> - The weekly meetings offer an opportunity for residents to talk with and get to know Anaheim Police Officers in a casual setting where all questions, comments and concerns are welcomed. Meetings are generally held at elementary schools throughout the City to provide a forum for residents and officers to build a relationship. From June 2015 to April 2016 the department held more than 55 meetings; these casual meetings serve as another tool to hear directly from our community.</p>
<p>15. <b>Critical Incident Community Meetings</b> - Within days following a critical or impactful incident, the department conducts a community outreach meeting to provide information regarding the incident to residents. Without compromising the ongoing investigations, the department provides facts and information about what occurred, and answers questions brought forward. Community members are also informed about various resources available, including access to counselors and counseling services, and police services including the Community Policing Team and Cops 4 Kids.</p>
<p>16. <b>Traffic Safety Program</b> - With the goal of reducing injury traffic collisions, traffic personnel have provided 16 traffic safety presentations to more than 6,300 students and 400 adults throughout Anaheim this fiscal year. Since the program began in January 2015, traffic safety education has been provided to more than 25,595 students and 1,455 adults during 59 presentations.</p>
<p>17. <b>Youth Services</b> - The Anaheim Police Department has served more than 2,700 Anaheim youth through the Junior Cadet, Explorer, Gang Reduction Intervention Partnership (GRIP), and Public Safety Pipeline programs.</p>
<p>18. <b>Community Engagement</b> -Officers regularly schedule school visits to greet students, attend youth sporting events and other community events to provide more opportunities for community members and officers to interact with one</p>

<p>another. Through these efforts, the police department has grown closer to the community it serves while educating the public about the role the police play in their community.</p>
<p>19. <b>Customer Satisfaction Survey</b> (Coming in FY 2016/17)- Committed to prompt, compassionate, thorough and professional responses to calls for service, the Field Services Division will initiate a customer satisfaction survey program where police volunteers will obtain feedback from individuals who have recently interacted with Patrol or Traffic personnel.</p>
<p>20. <b>Investigations Division Customer Service Outreach</b> (Coming in FY 2016/17)-The Department will engage Retired Senior Volunteer Patrol members to survey and measure service satisfaction related to investigative services provided by the Department.</p>

**Fontana, CA**  
**Mayor Acquanetta Warren**

**ONE FONTANA**

The following article was posted on the *Fontana Herald News* Web site on July 24:

Mayor Warren Says: We need to Keep Working Together as ‘One Fontana’  
 By Acquanetta Warren

*What started out as a peaceful demonstration, which allowed our fellow Americans to exercise their First Amendment rights, ended in tragedy on July 7.*

*One person decided that he would end the lives of five and injure seven, all officers of the law.*

*It is heartbreaking that now America is being viewed as a country that resorts to violence to communicate differences, when America was once viewed as the example society that embraces democracy.*

*During my first campaign in 2010 for the mayor of this great City of Fontana, I was clear that safety is my number one priority. Every individual I spoke with, every mailer sent, and at any public forum, I assured the residents that safety is my greatest concern. If a city lacks safety, it halts our ability to grow, costs go up, people move away, land values decrease, businesses will relocate, there will be no new businesses, jobs will disappear, and revenues will decline.*

*To keep Fontana moving forward, we all need to feel safe. The way we achieve that safety is not only by fighting crime, but allowing ourselves to respect each other as fellow Americans.*

*Unfortunately, more and more each day we are confronted with the violence in our country. Last week’s attack on the Dallas police officers was another reminder that our country is changing. Now, people are living fearful and making judgments based on appearance or speech and not taking the time to get to know the person. We can change this together!*

*We are at that point in our country where it is time to talk. Let’s sit down and communicate with each other about our feelings and issues.*

*Race is an issue. It's that dark shadow that creeps along the walls of the court houses, hospitals, schools, and even police stations. With active communication, we can drive those shadows back into the crevices and one day we won't have to see or experience racism.*

*"Someday we'll be together" is the title of a song from Diana Ross and the Supremes, and I've used these song lyrics in a previous article to promote how we must as citizens leave our prejudices at the door of City Hall and enter with a "One Fontana" message.*

*We must engage in conversation and change attitudes toward our relationships with not only the police, but the population at large. Until we begin to see each other as Americans and fully embrace our personal responsibility for our safety, we will continue to see these heinous acts. Much has changed over the years in our communities, but more is needed to eliminate all violence.*

*I'm proud of Fontana. During the wake of tragedy all over the nation, our citizens have made a point of reaching out and thanking our officers for their services and that gives us hope. Many of you have asked to talk and are seeing the importance of communicating with each other.*

*The Dallas Police Department serves as a role model for Community Policing and yet this incident fell right on their doorstep. They have been acknowledged by many for the outstanding outreach they do in the entire community of Dallas. Once again, I must remind everyone in Fontana how important it is to talk and develop relationships with each other, especially our safety personnel.*

*The Fontana Police Department is committed to protecting our community through training and building relationships. It starts with extensive training for every officer and support staff, ensuring that you as a citizen are protected. Training is ongoing for the length of their careers.*

*Building community relationships is also a core value of the Fontana Police Department. Fontana P.D. coordinates programs such as the Explorers and Cadets, which provide wonderful exposure to our youth who aspire to wear the uniform and serve and protect others.*

*Faith-based meetings provide direct contact between our police chief and the pastors of various faiths. These meetings develop personal relationships and help with understanding the needs of the members they serve.*

*Community meetings led by our Police Department happen quarterly in all areas of the city so residents can express concerns and police staff respond and share safety information.*

*In addition, our Police and Fire departments are part of every outreach program provided to the citizens by our city. The goal is to develop trust and a comfort level with all residents.*

*Fontana is working together. I would like to thank all citizens who took the time this week to show our officers that they support their efforts to keep us all safe.*

*It's not our intent to just show up when there is an incident; we must start to have those conversations and allow everyone to understand that we are a team.*

*I will be visiting churches throughout our community in the coming weeks and when available I will bring either our chief of police or a designated representative to assist in those conversations.*

*If you are planning events that provide opportunities for those conversations, don't hesitate to invite me to assist your efforts.*

*Fortunately, this process is not new to our city.*

*As recent as two months ago, we visited Bethel AME Church and had great conversations between the youth of the church and our police officers. I'm sure perceptions on all sides have changed due to the ability to have those conversations.*

*We are "One Fontana" and the only way we all remain safe is to work together. Through active communication and understanding, our future is bright.*

**San Jose, CA**  
**Mayor Sam Liccardo**

#### **COMMUNITY EVENTS**

San Jose has had several recent events, including vigils, community forums, rallies, and peaceful protests. Over 250 people attended a July 14 multi-sector convening of police, Black Lives Matter activists, the District Attorney and other elected officials that provided an opportunity for the community to discuss many issues around race relations, justice, policing and equality directly with the Chief of Police, the District Attorney and a City Councilmember.

**San Leandro, CA**  
**Mayor Pauline Russo Cutter**

#### **UNITY IN THE COMMUNITY AND COMMUNITY POLICING INITIATIVES**

Over the past year, San Leandro had three incidents of racially targeted graffiti. While each incident was investigated and found to be a stand-alone event, the fact the incidents took place at all was a cause for unease in the community. A small group of community members contacted Mayor Pauline Russo Cutter to express their concerns and request her participation in a larger group meeting designed to engage residents in discussions about race relations while brainstorming solutions for community involvement. While Mayor Cutter had publicly addressed the individual crimes and taken part in various community events, she wanted to develop a comprehensive plan to dig deeper into race-related and police-community relations topics.

The community members held a meeting inviting as wide an audience as possible to strategize about and discuss potential future events that could be held to engage the community in a constructive dialogue about race relations. The group adopted the name *Unity in the Community*, and has recruited a working group comprised of more than 40 people who attended the planning meeting. That working group has established erasing racism in San Leandro as its mission and envisions a community free of racism that celebrates and embraces differences. It plans to achieve this through 1) a community rally,

2) a concerted effort to enact a strong local hate crimes ordinance, 3) community town hall meetings which foster open and honest discussions about race, and 4) a speaker series that will take place over the next year. Mayor Cutter has committed to supporting the first three of these actions and was already working on the fourth.

### **Community Policing Initiatives**

In addition, the San Leandro Police Department has spearheaded numerous efforts to proactively engage with the public in a collaborative manner. For example, the Department hosts an annual open house through which it makes its facilities open for public tours and provides informational booths and interactive displays and demonstrations. It also hosts recurring "Coffee with the Cops" events and officers regularly attend homeowner and other community meetings. The Department partners with the school district on various initiatives, including joining teachers and students during recess and lunch to build relationships and participating in social justice events at San Leandro High School. The Department also has a robust social media program to support community policing standards, which includes offerings in multiple languages and an active presence in Weibo (a Chinese language social media platform). It also participates regularly on local radio programs in other languages. Through the Police Officers Association, officers will work alongside of community members to install new playground equipment provided to San Leandro through a grant.

On July 8, the day after police officers were ambushed in Dallas San Leandro Police Chief Jeff Tudor posted a letter to residents, business owners, and visitors on the Department's Facebook page that read, in part:

*"Over the last several days our nation has experienced a series of tragic incidents that have caused frustration, sadness, and a divide in police-community trust. While fractured communities struggle to build relationships with their police officers, I am extremely proud of the men and woman of the San Leandro Police Department and their service to the community. Our department prides ourselves with serving the City of San Leandro with teamwork, integrity, professionalism, and service. We understand the importance of fostering healthy relationships to enhance public trust and community-police engagement. We are all affected by the tragedies that have unfolded, but it is vital that we don't allow our frustration, anger, or perceptions divide our community and the relationships that we have worked so hard to build. This is the time to stand united and demonstrate compassion and leadership, so we can move forward and identify solutions that support one another and our community...."*

**Torrance, CA**  
**Mayor Pat Furey**

### **CITY OF KINDNESS**

We are currently developing a City of Kindness initiative that will involve the Torrance Unified School District, which shares our boundaries and City Charter. We envision involving our first graders at the classroom level and our high school seniors through their US government class. We are considering creating a "random acts of kindness" competition across our 30 campuses.

**Denver, CO**  
**Mayor Michael B. Hancock**

### **HEALING AS ONE**

In light of the recent incidents in Baton Rouge, St. Paul and Dallas, Mayor Michael B. Hancock of the City and County of Denver stood before the community on July 8 and stated the following:

*“My heart is filled with sorrow for the tragedies that took place last night in Dallas and for the lives lost in St. Paul, Baton Rouge and too often across the nation. There are no words to make sense of the sickness that continues to rear its head in America.*

*Violence only begets violence, and we are a better country than that, we are better people than that. My thoughts and prayers go out to all of those who have lost their loved ones and to a country reeling from such horrific events.*

*There is no greater covenant than the one between our safety officers and the community. But that covenant has been breached. All of us must commit to being the repairers of the breach. We must stand together as a community and we must decry the violence that tears at the very fabric of our society.*

*Today, we make a call to action in Denver to begin this reconciliation. I am asking our churches, faith leaders and community organizations to hold gatherings starting this weekend. They will help to provide a positive space for our community to mourn together, to voice their concerns together, and to work to find solutions together.”*

As a result of this direct call to action, a total of 27 known events/sessions over four days (July 9 – 12) occurred:

- 23 in Denver and in neighboring cities - three in Aurora and one in Littleton;
- Over 500 attendees total participated;
- Participants included residents of all ages, ethnicities and income levels, community activists, faith leaders, community organizations, Denver Police Commanders and Officers, city council, mayor and mayor’s office representatives, School Board Members, representatives from Congressional offices (including Sen. Michael Bennet);

#### **Key themes that emerged in the discussions:**

- A need for better communication/interface between the community and police department;
- There is not enough respect for each other;
- Communities of color need access to higher paying jobs;
- Unfortunately, the community is getting accustomed to the use of violence;
- There is a great need and desire to feel better toward each other and not hate;
- The community needs to see justice served on officers who break the law;
- The community needs to teach children how to communicate with officers in constructive ways;
- Access to weapons needs to be addressed – civilians do not need assault weapons;

- A feeling of hopelessness exists;
- This has been going on for a long time, social media is helping bring more attention to the problem; and
- We should continue this type of dialog/meeting in some sort of fashion.

**Recommendations and Solutions amongst Community and Law Enforcement that emerged:**

- Better explanation of disclaimer procedures for police when unable to divulge information active investigations;
- More police training on cultural competence and transparency practices with the public;
- Better community outreach by Commanders and Officers;
- Create more opportunities to develop familiarity with the Police – such as more opportunities to ride or walk with police officers;
- Create more community awareness of hiring practices for Police Department; and
- Create more programs for children (3rd grade and under) to interface with officers;

**School Based Recommendations and Solutions that Emerged:**

- Diversity taught at all education levels;
- Within Schools – develop a more balanced diverse history in the classroom;
- Free preschool for 3-4 year olds;
- Schools should not tolerate foul language; and
- DPS needs to address the lack of teachers of color.

**Community Based Recommendations and Solutions that Emerged**

- More systems/programs that support young people (ages 12-21);
- Breakdown and explore the economic and opportunity disparities that exist; and
- More funding for programs like the Building Bridges out of the Independent Monitor’s Office that is currently in place in North Denver. The program brings police officers and students together in a positive atmosphere.

**A Shared Recommendation – What are the Next Steps?**

- Outcomes – folks want to hear what outcomes from the meetings if any;
- What outcomes are going to come out of the meetings and who will be responsible for them?
- Should we continue with some type of future meetings who else/organizations should we include; and
- Formalize the “Healing as One” project.

**Next Steps:**

Four community leaders who were also conveners of the Healing as One discussion will meet to discuss next steps for the community with support from the city. Preliminary ideas include convening all facilitators of the discussions to share common themes and recommendations that emerged from their individual sessions. In addition, we will include the Governor’s Office, other faith and community members in additional conversations.

The city will work with the Healing as One group to develop a report on the findings from the community conversations. This report will be used as a tool to potentially develop new policies, practices and procedures with the city and community.

**Greeley, CO**  
**Mayor Tom Norton**

### **COMMUNITY CONVERSATIONS**

With support from the Mayor and City Council, Greeley's Police Department and City Manager's Office have spearheaded the city's efforts to encourage community conversations on race relations, justice, and equality. Like many cities, Greeley officials are constantly seeking to identify and implement additional means for pursuing these vital conversations.

A diverse community of 100,000, Greeley has a concentration of refugees from Somalia, Kenya, Burma and other nations, and maintains close relations with its Global Refugee Center, a private, nonprofit organization that attempts to ease the assimilation of persons from other countries, many of whom have English language challenges. We attempt to inform them about our laws and customs and otherwise ease their transition to Colorado. We also work closely with the volunteer, city-appointed Human Relations Commission. Recently the Commission made a presentation to Council on these same issues---race relations and justice for all. Before that the Chief of Police Jerry Garner addressed the Commission on the topic of public safety, with special emphasis on relations with minority communities. In addition, the Chief and an assistant city manager are both active in a community-wide group dealing with refugee issues. State refugee settlement officials attend these meetings.

Our local college, the University of Northern Colorado, has a significant number of minority students. The Chief and the President of the University have reached out to the Community Relations Service of the U.S. Department of Justice to facilitate listening exchange sessions with university students – especially minority students –beginning this fall.

Since Greeley has a large population of Latino residents, the Police Department has for many years maintained the Chief's Latino Advisory Committee, a group of about a dozen residents that meets monthly to exchange information. Members make the Chief and the City aware of concerns and issues in the Latino community.

In addition, the Police Department has worked with the District Attorney's Office in forming the Critical Incident Response Team, a group of investigative specialists called in to investigate any use of lethal force by a police officer. The intent of CIRT is to further bolster fairness, credibility, and transparency in the investigation and review process.

**East Hartford, CT**  
**Mayor Marcia A. Leclerc**

### **COMMUNITY MEETINGS AND OTHER COMMUNITY POLICING INITIATIVES**

The East Hartford Police Department is working tirelessly during these horrific assaults on public servants. EHPD strives every day to be a model agency that supports and protects the citizens of East Hartford and all who travel to our town for work or play. The Department

already operates with a high level of professionalism and respect for all members of our community, regardless of race, background, or culture. They are continually working through improved procedures, increased training, and conscious effort to serve our community beyond the degree of excellence they have already achieved.

Some of the current and future community engagement activities that the EHPD is involved in include:

- School Resource Officers (X4) – full-time assignments within the Town of East Hartford school system
- The School Based Diversion Initiative (SBD) is being used in cooperation with the Youth Services Bureau to reduce school arrests to assist youth in getting services instead of incarceration.
- Participation in the Adventure Plus program – youth programs and initiatives designed to build relationships based on trust
- The East Hartford Police Department Professional Standards Bureau – operating with the objective of ensuring the Department is highly trained, ethical, accredited and adheres to the established Code of Conduct. This Bureau safeguards the integrity of the department.
- Currently pursuing CALEA (Commission on Accreditation for Law Enforcement Agencies) Accreditation. Accreditation establishes the best practices in policing, improves accountability, service delivery and professionalism.
- Community Resource Officers – four officers assigned part time, one officer to be assigned full-time, focused on enhancement of the quality of life for the citizens of this town. Position will be hub of community relationship building.
- Current initiative for enhancing collaborative relationships with faith-based organization within East Hartford. Attended regional faith based meeting with local city police.
- Citizen’s Police Academy next session currently planned for Fall 2016.
- Community Policing operations including participation with neighborhood group meetings such as NORMA (North Side Merchants and Residents Association), local Scout groups, youth activity programs.
- Coffee with a Cop program is being developed.
- Meeting with NAACP being planned.
- Officers current use-of-force training includes intervention and de-escalation skills
- Bias training being conducted department wide.
- New traditional uniforms reinstated instead of the military/tactical uniform.
- Numerous outreach events, shop with a cop, food drives, Special Olympics fundraisers, police-community days at local urban youth summer day camps. (Channel 3 and Camp Courant)
- Meet with community partners/legal aid monthly.
- Community partners, 30+ organizations meeting monthly, for over four years
- “Education not Incarceration” meetings every other month
- Police School Alliance, per MOU, quarterly meetings with school administration
- “Engaging Municipal Leaders in Juvenile Justice Reform”
- Local inter agency service team meetings with DMC meetings
- Participation in SBDI, School Based Diversionary Initiative

The East Hartford Police Department will continue to increase its community oriented policing activities, getting to know residents and business owners, hearing their concerns,

and learning even more about the neighborhoods and communities they serve. We all have a stake in this. Each of us can affect, and be affected by a positive culture of openness and cooperation. There is no us versus them, there is no police and the community – we are one community.

It is clear we have a lot of work to do to as a country to make sure that we continue to keep our communities safe, lawful, and free of crime, while making sure that we respect the rights, liberties, and lives of everyone in our increasingly diverse society. We are a nation of immigrants and are made stronger by our diversity of backgrounds, cultures, and opinions. In East Hartford, we try to honor this legacy and strive to be a beautiful, welcoming and wholesome community for all.

**Hallandale Beach, FL**  
**Mayor Joy Cooper**

### **COFFEE WITH A COP**

On July 14 more than 100 people met with 20 police officers and Police Chief Dwayne Flournoy at a Dunkin Donuts shop as part of the Hallandale Beach Police Department's "Coffee with a Cop" events. The Department began these events in May and will hold them monthly in different locations around the community. The media reported that many of the community members came to show support for the police following the July 7 sniper attack in Dallas that left five police officers dead and seven injured. Commenting on the event, Chief Flournoy said "When we had the first event in May, there were more handshakes. Today, there are definitely more hugs."

**Orlando, FL**  
**Mayor Buddy Dyer**

### **ORLANDO SPEAKS**

Orlando holds a number of community events during the year. The invitation below is to the next one:

Residents are invited to participate in Orlando Speaks, an interactive workshop on August 25 designed to strengthen relationships and trust between police officers and residents. Hosted by Mayor Buddy Dyer, City Commissioners and Police Chief John Mina, the event will be held at the Orlando Citrus Bowl's East Indoor Club from 6:30-9 p.m.

Building on the national dialogue, the Valencia College Peace and Justice Institute, in partnership with the City of Orlando, will conduct the workshop to enhance the City's community policing initiative.

Goals of the workshop are to:

- Increase awareness and understanding of police practices;
- Strengthen interpersonal relationships through the sharing of personal stories and experiences;
- Develop trust and sensitivity to support interactions with one another;
- Expand citizen engagement.

**Sunrise, FL**  
**Mayor Michael Ryan**

### **POLICE-COMMUNITY MEETINGS AND ACTIVITIES**

The City of Sunrise Police Department has focused over the past decade on increased diversity in hiring and increasing training on such police strategies as de-escalation and mental health intervention. The current City Commission has dedicated significant resources to a robust full-time School Resource Officer program in all 11 public schools located within the geographic borders of the City of Sunrise. Sunrise Mayor Mike Ryan co-chaired a Broward League of Cities Task Force on School Resource Officers.

The City of Sunrise PD has also made certain to engage the community leaders and interfaith leaders immediately when there was a rare police-involved shooting. Sunrise Police Chief, John Brooks, issued a video statement regarding recent events that can be seen on Facebook: <https://www.facebook.com/sunrisepolicefl/>

For the past 16 months, the City of Sunrise and its Police Department have been heavily involved in the Broward County Strengthening Community Police Relations Taskforce, inspired and organized by Congressman Alcee Hastings and Congresswoman Debbie Wasserman Schultz. Mayor Ryan co-chairs the Communications Subcommittee of the Taskforce. A landmark Countywide community meeting of students and the taskforce was hosted by the public high school in Sunrise.

Mayor Mike Ryan also authored and had published a op-ed piece in the wake the numerous tragedies: <http://www.sun-sentinel.com/opinion/commentary/fl-viewpoint-police-20160710-story.html>

*We are facing a crisis of race and trust on our streets, sometimes infected by distant acts. This is neither an epiphany nor a new discussion for many. Now, alleged misconduct is not being hidden behind credibility battles, on either side, when a video surfaces.*

*In Cleveland, where I attended law school, I had friends who faced housing discrimination and others who told of being pulled over by police for nothing more than being four African-American guys in an expensive car. They were bright young law students headed for greatness, and yet they were constantly crossing turbulent waters of racism. Vigilance against discrimination requires endurance.*

*U.S. Reps. Alcee Hastings and Debbie Wasserman Schultz formed the Strengthening Police Community Relations Task Force in Broward County to discuss the conditions which disrupt the necessary positive bond between law enforcement and the community. Not focused solely upon the most recent reprehensible distant acts, the diverse task force focused upon what leads to negative police and community relations and how do we bridge the gap between law enforcement and the community.*

*The result of these honest conversations was the recognition that there is no single solution. Instead, the entire community, including law enforcement, social safety nets, government and neighborhoods, must do better from now into the foreseeable future.*

*The transcendent themes included improving hiring practices, screening and training; stronger communication strategies; methods to discard the "bad apples" and helping ZIP codes where employment and educational dreams have been vanquished by social, government or familial inaction or failures, with police often left to deal with the negative consequences. All rational parents have the identical dreams for their children: a safe neighborhood where children are not molested by crime, drugs or violence, where children receive the best education possible and where children are treated based upon their innate greatness, not the hue of their skin. We must also acknowledge there are guns on the streets, some people will attack or kill police officers, families of officers are scared they will not come home safely and too many officers have died or been injured in the line of duty.*

*Time and again, we see police encounters where we suspect better strategies, training or screening may have prevented a catastrophic outcome. It is said police academies are not doing the best they can to prepare new officers for the stress of the streets and must improve; police hiring, training and policies which must reflect respect of the community served. And we must invest in post-hire training to address those who react out of bad strategies, blind fear or race. We wish all parents would promote respect for law enforcement and the job of a police officer as a noble profession, but they don't.*

*A well-educated lawyer friend, who is African-American, recently told me how he educated his son to deal with law enforcement. It wasn't any different than you tell your children: obey officers even if they are being, you believe, too harsh or they don't understand you are a good kid. He believes the difference is he tells his son to obey not to avoid a ticket, but to make sure he comes home alive. At the same time, my police officer friends, and their families, know officers' lives are on the line each day and night, not just in Dallas.*

*We ignore these perceptions or realities at our own risk. Fortunately, we also know community police relations can be positively influenced by efforts of individual communities and departments working together.*

Among Sunrise's past and continuing events:

- Interfaith Breakfast – The Office of the Mayor of Sunrise has championed the idea of interfaith dialogue for many years. This annual breakfast gathers leaders of all faiths to discuss many topics that are impacting our communities.
- East Sunrise Residents Association Meetings – Meetings are held every month and have been held for many, many years. Topics of discussion can range from crime prevention, fire safety, fraud protection, and current police hiring practices to healthy debate on race and criminal justice reforms.
- Central Sunrise Residents Association Meetings – Activities similar to East Residents Association in a different portion of the city
- Annual March Sam's Club Block Party – This is an annual event very similar to National Night Out Against Crime. It allows law enforcement and members of the entire community to come together in a leisurely atmosphere designed and cultivated to promote communication and dialogue between both groups. Members of the community can sit on a police motorcycle, tour the police command vehicle, put on a protective vest, observe a canine demonstration, or simply talk to a member of the Sunrise Police Department.
- July 15, 2016 planning session for upcoming Town Hall Meeting at Faith Center Church – The attendees to this event were the Sheriff of Broward County, Mayor Of Sunrise, Chief of Police of Sunrise, several local elected officials, and a judge. Topics

included a healthy discussion regarding race, criminal justice reforms, and equality, to name a few. The town hall meeting is scheduled for August 4.

- July 16, 2016 Vertical Church of Sunrise Visit to Public Safety Building – The Vertical Church of Sunrise, which provides services to a majority Latin congregation, requested a meeting at the Public Safety Building to discuss police/community enrichment and relations and to provide prayers to the men and women of the SPD. The church sent approximately two dozen representatives, including several children, all of Latin descent, to the meeting. After a healthy discussion on equality in policing, the children presented officers with homemade cards, each thanking the SPD for serving and protecting them. They also presented a very nice framed Certificate of Appreciation to the SPD, which will be proudly displayed for all officers to view. The church group was also given a tour of the PSB, which was very well received. After the discussion and tour the church offered a prayer for members of the police department. This was an excellent opportunity to interact and engage with a minority group that sometimes expresses dissatisfaction with and receipt of inequitable treatment from law enforcement. What was special about this encounter was that one of the officers present during this meeting was of Latin descent. The children especially enjoyed conversations in Spanish with our officer and several of them expressed their desire to maybe become police officers in the future.
- July 17, 2016 Task Force on Law Enforcement and Community Relations – The meeting was held at Broward College Institute of Criminal Justice: Representative Wasserman Schultz, former Mayor of Philadelphia Michael Nutter, several law enforcement professionals, Mayor Ryan, civic leaders, students and educational leaders were in attendance. Discussions focused on improving the relationship between law enforcement and communities of color. This is the latest in an ongoing dialogue with the Task Force, which has met several times over the past year or so.
- Dedicated Bicycle Patrol through community/neighborhoods – This unit began these rides over one year ago as a way of better engagement between law enforcement and the community. Officers travel from neighborhood to neighborhood, stopping at every opportunity to interact with any community member they see outside of their residence. Officers play basketball, football, baseball, skateboard, or simply talk with Sunrise residents. The Bike Unit is extremely effective at demonstrating and presenting a differing side of police officers. These rides get officers from behind the wheel of their patrol vehicles and are great at building trust and engagement with members of our minority community.
- Annual August National Night Out Against Crime – This annual event is a showcase that provides unique opportunities to engage our community. This event attracts thousands of Sunrise residents to the Public Safety Building where they have the opportunity to sit and eat a hot dog or hamburger with a police officer, speak one on one with members of the police command staff, including the Chief of Police, and even take pictures and/or selfies with officers. This three-hour event highlights and showcases the Sunrise Police Department's commitment to an agency-wide community oriented policing philosophy and ideology. The goal at this event is to encourage not just our citizens to interact with law enforcement, but for law enforcement to actively engage our citizens in a more relaxed/non-confrontational atmosphere.
- July 20, 2016 Coffee with the Chief of Police – This unique event brings together a wide array of faith leaders for an informal discussion in an informal setting for coffee with the Chief of Police, Mayor, and police command staff... This event is an

excellent opportunity for open dialogue on important topics such as race, justice, policing and equality.

- July 20, 2016 Neighborhood BBQ with the Police – This event is a get together in which members of the police department set-up a grill, tent and table on a street corner and offer free hamburgers, hot dogs, and beverages to any member of the community who wishes to attend. Officers advertised the event utilizing electronic messaging. It provided an excellent opportunity for both law enforcement and community members of all ages, races, religions, etc. to have open dialogue on any number of issues and topics that are important to that particular neighborhood. What better opportunity to have healthy conversation than over a soda and hamburger between law enforcement and the community we proudly serve. It is very important that these conversations are intimate so that neither our message nor the neighborhoods message/concerns are overshadowed. This BBQ will become a monthly event with the locations changing so that ALL neighborhoods within our community are represented.
- August 4, 2016 “Rebuilding Faith in Community and Police Relations” televised countywide Town Hall meeting in the spirit of “Hope and Healing”. Hosted in Sunrise at the “Faith Center” church, this countywide event brought together police chiefs, faith based leaders, leading community organizations such as the NAACP and Urban League, federal, state and local elected officials and the community for a Q&A honest dialogue on the important issues nationally and locally.
- August 6, 2016- “Lion’s Club Shop with a Cop”. Members of the Sunrise Police Department partner with the Lion’s Club on this annual event. 100-200 disadvantaged elementary-aged students are identified by The Lion’s Club, which provides gift certificates for school supplies, clothes, etc. The students are paired with any number of community members, including members of the Sunrise Police Department who walk around WalMart with the students as they shop. Officers and the students are able to communicate in a casual setting, which opens up new lines of communication.
- August 13, 2016 “Back to School Roundup”. Annual event bringing the public schools in and around Sunrise, including school clubs, parent-teacher organizations, school administrations, school resource officers, together with families and students for fun, food, music and celebration of the upcoming school year. Police Department will be set up to play chess with students and families. Community event draws over 2,000 each year.
- Principals’ Round Table – Every few months, , the Office of the Mayor of Sunrise organizes a round table with the principals of our schools in Sunrise. The Chief of Police and members of his command staff attend. These round table discussions provide a great opportunity to discuss the issues that are occurring within our public schools. As we have seen in the past, students have tremendous access to social media and any issue can spread very quickly within a school environment. These issues can include race relations, criminal justice reform, and equality, and this dialogue provides the principals a forum to express what they are seeing within their particular schools. Each school is unique in its issues and this discussion permits city leaders, police officials and school administrators the opportunity for open dialogue and solutions.

**Tallahassee, FL**  
**Mayor Andrew D. Gillum**

### **COMMUNITY CONVERSATIONS**

**Interfaith Prayer Vigil – July 12, 2016:** In light of the violence that has taken place across our nation over the past weeks, Tallahassee Mayor Andrew Gillum convened a communitywide interfaith prayer vigil. The vigil included citizens, elected officials, law enforcement, and a diverse group of faith and religious leaders from across Tallahassee. Six diverse faith leaders spoke to the congregation and brought messages of community, healing, remembrance, support for law enforcement, and unity. An overflow audience of more than 600 community members attended the vigil, and it was broadcast live on Mayor Gillum’s Facebook page so numerous others were able to view it online.

**The Longest Table – June 26, 2016** – The Longest Table initiative aims to build and strengthen relationships across Tallahassee’s diverse communities, moving the whole community forward as one. The idea is simple: Residents share a meal and a meaningful conversation, discussing Tallahassee’s opportunities and challenges, thereby establishing and building relationships. The initiative was launched last October, when 400 community members gathered at a single, uninterrupted dinner table in the middle of downtown Tallahassee. This latest approach to The Longest Table broke that large conversation into smaller dinners of 6-8 citizens in locations throughout the community. Because of the success of the fall event, The Longest Table was one of 37 projects selected from over 4500 applications and 155 finalists to receive a grant from the Knight Foundation as part of their Knight Creative Cities Challenge. The grant helped ensure that anyone in the community could participate in The Longest Table regardless of their socioeconomic status. On June 26, over 850 citizens broke bread together and engaged around topics ranging from race relations to education to retaining talent in our community. Since that time, other communities – including St. Louis, Cleveland, Dayton, Indianapolis, and Baltimore – have reached out for a blueprint to host their own

**West Palm Beach, FL**  
**Mayor Jeri Muoio**

### **POLICE-COMMUNITY DISCUSSIONS**

**Community and Police Dialogues** - The dialogues consist of four-week conversations between police officers, community residents, young men, and community social service providers. These dialogues create a safe and non-confrontational space for those gathered. Those involved are from diverse backgrounds and experiences and they work together to build positive relationships between law enforcement and residents. We use the Everyday Democracy's discussion guide for this dialogue entitled "*Protecting Communities, Serving the Public: Police and Residents Building Relationships to Work Together.*"

**Kids & Cops Workshops** - This workshop is a discussion between African American teenaged boys and police officers. It's an opportunity for the youth to express their thoughts and feelings about police officers and in like manner it's an opportunity for the police officers to talk about their role in the community. We spend an extensive time discussing stereotypes and how we can build bridges between the two.

We rotate these activities in the three toughest communities in our city.

**Macon, GA**  
**Mayor Robert Reichert**

### **COMMUNITY CONVERSATIONS**

Macon-Bibb County has had several recent community conversations on race relations, justice, policy, and equality.

#### **Black Lives Matter Prayer Vigil – July 11**

Pastor Reginald Sharpe organized an evening Black Lives Matter prayer vigil at a downtown Macon church. The intent was to bring people together at a difficult time shortly after the shootings in Baton Rouge, Falcon Heights and Dallas and to make sure Macon was prepared if something happened there. City leaders, including Macon-Bibb Mayor Robert Reichert and Bibb County Sheriff David Davis, were in attendance and responded to questions from community members who were present. Information is at Macon church holds Black Lives Matter prayer vigil.

#### **Community Meeting with Law Enforcement – July 18**

Bibb County Sheriff David Davis met with the community to answer questions and listen to concerns. He discussed the importance of a good relationship between deputies and the people they serve and assured participants that his department will not tolerate racism. He also encouraged people to call the authorities if they need help or something is wrong, and to report incidents where they believe a deputy acted in the wrong.

#### **Citywide Prayer Meeting for Reconciliation, Justice, and Healing – July 21**

The Macon-Bibb County Council of Clergy and the Beloved Community Paired Clergy hosted a Public Prayer Meeting for Reconciliation, Justice, and Healing at Government Center. Information is at <http://www.maconbibb.us/citywideprayermeeting/>.

**Champaign, IL**  
**Mayor Deborah Frank Feinen**

### **CONVERSATION ON COMMUNITY POLICING AND OUR CRIMINAL JUSTICE SYSTEM**

#### **Building Community Engagement and Trust**

In order to confront and tackle the most challenging police and community relations issues, the Community Coalition (CC), in its fourth year, is a Champaign County collaborative initiative that includes: local government, law enforcement, juvenile justice, behavioral health, education, child welfare, community based service providers, and citizens working together to identify and address critical community issues that impact the lives of youth and their families. The primary focus of this collaboration is creating effective partnerships, leveraging resources, improving police and community relations, and establishing a youth development agenda for youth and their families who are in highest demand for intervention, support, and services. The City of Champaign proudly serves as lead agency for the Coalition.

Over the past several years, the communities of Champaign and Urbana have experienced significant acts of gun violence and group-related violent crime. The increase in gun-related violence has been largely attributed to retaliation between groups and individuals. Although law enforcement agencies have had success in solving some of the shootings, they have been unable to stop the retaliatory gunfire and establish long-term solutions. In 2015, the Coalition Executive Committee aggressively identified addressing gun violence and community crime as one of its highest priorities. During the planning and assessment phases, the Committee agreed that exploration of a targeted offender approach to address gun violence should be one of the priorities for 2016 Community Coalition.

**CU Fresh Start** is the name selected for the initiative designed to address our community gun violence crisis by identifying core offenders who are committing the acts of gun violence and shootings. The CU Fresh Start model has three key components that are identified as “pillars.” The three pillars are comprised of community members, law enforcement, and supportive services. All three of the pillars are vital to the success of this model. The model does not work if there is an imbalance and all three are not equally represented and involved.

#### **City of Champaign Police, Building Transparency with Community**

As part of the strategic plan efforts to be more transparent, to build relationships by seeking community input and fostering trust, the Champaign Police Department hosted five community dialogues to share and seek feedback from citizens around the Department’s proposed action plans. The community meetings provided a great opportunity for 175 citizens to directly hear from the Chief and Deputy Chiefs around expectations and visioning, as well as allowing for citizens to gain clarity and share their insight on current and proposed opportunities for bridging police-community relations. In addition, the City of Champaign Police Department is exploring the development of a citizen-involved review board, adding body cameras, and tasers for police officers.

#### **Champaign City Council 2015 – 2017 Goal Setting Process**

For the 2015-2017 Champaign City Council goal setting process, staff posted a public input survey on the City’s website to gather citizen input on priorities for City service delivery, and collect opinions of what they perceive to be the most important issue facing the community. The survey was promoted through the City’s Facebook and Twitter accounts as well as the *Champaign Insider*, the City’s monthly electronic newsletter. The survey contained the following two questions:

- What should be the City Council’s highest priority over the next two years?
- In your opinion, what is the most important issue facing our community?

These conversations took place with faith-based groups, community organizations, African American community leaders, activists and the victim population most impacted by this rise in community shooting-related activity.

#### **Identifying Community Needs**

As with most cities, Champaign County has many strengths and challenges. In 2010, after a community tragedy, the City of Champaign convened a forum with stakeholders in Champaign County to address community needs and identify the challenges facing our youth. We pride ourselves in working together to collaborate on the most challenging issues of mutual concern, as evident through our strong Community Coalition, built on forum feedback. Monthly meetings are held in partnership with law enforcement to collaboratively

discuss how to address community issues. Below is a list of identified community strengths and challenges Champaign is meeting to address:

### ***Strengths***

- Community Coalition formed – Organized body comprised of leadership from government, education, law enforcement, park districts, community groups and individuals. Community Coalition is the initiative where partnerships and collaborations are developed to address specific and identified needs;
- Proven track record through the Community Coalition of building effective and trusted projects, partnerships, and initiatives;
- Committed law enforcement leadership toward community engagement and community policing;
- Structured neighborhood meetings to engage, dialog, and receive feedback from identified and specific neighborhood groups and individuals;
- Walk As One events – quarterly community neighborhood walks in specific and targeted neighborhoods for information distribution and to receive feedback from individuals and groups;
- Champaign County – the cities of Champaign and Urbana have a demonstrated history of proactively addressing community challenges;
- Community leadership has organized in the past two years three community-led news conferences to address community violence concerns;
- Existing partnership with US Attorney Jim Lewis.

### ***Challenges***

- Engagement and involvement of local and federal judges.
- Overcoming historic trust issues with local police and local minority, poor, and primarily African-American communities;
- Building community consensus on best practice approach to address community violence. Police cannot arrest our way out of this challenge;
- Fiscally limited resources to effectively address gun violence specifically and directly.

### **Law Enforcement Collaboration**

The law enforcement agencies in Champaign County have a long history of cooperation and collaboration. As evidence, there is a formal mutual aid agreement in place with the partner agencies that does not have an expiration date.

Although there is a formal agreement in place, the level of cooperation and collaboration between the agencies is truly remarkable. The Police Chiefs from each of the partner agencies have a solid working relationship. They meet each week to discuss problems and concerns throughout the County. Through their collaboration, partner agencies realize they are stronger when they combine their resources and break down their individual “silos”. In addition, the Chiefs from each of the partner agencies participated in the Community Coalition where they answer questions and share information and problem-solving efforts in their respective jurisdiction.

The most current example of collaboration amongst criminal justice agencies is the joint effort to address a long-term solution to gun violence. The law enforcement agencies realize they cannot solve this problem without the assistance of community members and organizations.

**Evanston, IL**  
**Mayor Elizabeth Tisdahl**

**COMMUNITY DISCUSSIONS ON RACE**

Evanston Mayor Elizabeth Tisdahl has held community meetings to foster a more intimate dialogue on race; two meetings have taken place in the last year and have been very well attended. For those unable to attend, she goes out into the community on Friday nights to reach out and talk with the residents of Evanston directly.

Over the last few years, the City has organized and sponsored countless events to improve race relations and promote social justice and community unity. The most recent was National Night Out on August 2, where nine events were held at locations throughout the city to build police-community partnerships to make our neighborhoods safer, better places to live. Events varied from a neighborhood block party, to activities outside of the public library, to a movie under the stars at a local park. As part of the occasion, participants were asked to share and discuss their definitions of “race” and “privilege.” To strengthen police-community partnerships, the Evanston Police Department and Citizens Police Academy Alumni Association organize frequent “Coffee with a Cop” events throughout the year. The program invites community members to enjoy a cup of coffee while asking questions, sharing concerns and engaging in casual conversation with police officers.

The City is also proud of its strong community partnerships and sponsorship of many events that continue the discussion on race. Those events include the Race Against Hate, a YWCA race to support racial justice and equity; Stand Against Racism, an annual YWCA event raising community awareness of the effects of racism on all of us; YMCA brown bag lunches, community lunch meetings for open discussion; and Evanston Township High School’s Black Male Summit, in which City employees were invited to share wisdom and inspiration with more than 400 students as part of the school’s efforts to look at issues of racial equity in the high school, community and around the nation. This fall, the Rotary Club of Evanston will host its first Peace Festival focusing on making Evanston a more peaceful city.

**Highland Park, IL**  
**Mayor Nancy Rotering**

**OPEN LETTER FROM THE CHIEF AND OTHER INITIATIVES**

Highland Park officials are coordinating a number of initiatives and working on several others.

On July 18 Police Chief Paul Shafer released an open letter to the Highland Park Community providing his perspective on recent incidents involving law enforcement that have shaken the nation. The letter, which begins on the next page, generated great feedback from the community due to Chief Shafer’s candid and professional statement.

In 2015, the City implemented a Citizens Police Academy, a 10-week program designed to provide education about the various facets of law enforcement to interested community members. It is expanding the program this year and also considering a Youth Citizen’s

Police Academy. Although this program focuses on the role of law enforcement, it provides a valuable educational component about the oath that officers take to uphold the constitution and laws, and the training that is undertaken by our Department personnel.

The City is increasing its efforts this year and scheduling meetings with community and resident groups to discuss communication to and from the City, reinforcing the importance of one community supporting each other, respect and embracing diversity.

Mayor Rotering has taken a significant lead among municipalities, working with the City Council, staff and legal counsel on an Assault Weapon Ordinance, which was approved in 2013. The Ordinance prohibits the manufacture, sale and possession of assault weapons and large capacity magazines within the City, subject to certain specified exemptions. In adopting the Ordinance, the City Council noted that incidents in Aurora, Colorado; Newtown, Connecticut; Tucson, Arizona; and Santa Monica, California that reinforced that gun violence is not limited to urban settings, but is also, tragically, a reality in many suburban and small town locations as well. The City Council also made a determination that assault weapons are not traditionally used for self-defense in the City of Highland Park, and that such weapons pose an undue threat to public safety to residents, property owners, and visitors within the City of Highland Park.

**Highland Park Police Department  
Message from the Chief**

An Open Letter to the Highland Park Community:

The recent national incidents involving law enforcement have shaken the foundation of the policing profession nationwide. These events have brought forth questions about police departments, training, policies and procedures. The Highland Park Police Department has received countless expressions of support from residents. My team and I thank you for this support and believe that this is an appropriate time to speak about the Highland Park Police Department and its officers.

I have been Police Chief for 13 years and have 37 years of law enforcement experience. I have a bachelor's degree and master's degree in related fields of study in addition to many executive level training courses. As Chief, I strongly believe that a police department is a reflection of its community. In Highland Park, we serve a diverse citizenry who demand professional police services. It is our obligation to provide those services in the most responsible and effective manner.

The most critical service a City provides is public safety. The Highland Park Police Department consistently meets and exceeds national standards and has been nationally accredited by the Commission for the Accreditation of Law Enforcement (CALEA) since 2005. Our police officers are well trained, equipped and supported

by the community. But one of the most important elements of policing is having community trust. Public safety hinges on public trust, which starts with treating citizens fairly in a consistent, constitutional and compassionate manner.

It is through partnership and collaboration with its citizens that police departments develop the necessary trust to fulfill obligations. The Highland Park Police Department strives to build strong community relationships. We work closely with the Mayor, City Council and staff. In addition, we advise City Commissions such as the Ravinia Festival Commission and the Traffic Commission. We are active members in the Wolters Field Advisory Group and the Highland Park High School Advisory Group. Members of the Police Department attend neighborhood meetings, coordinate the Community Emergency Response Team (CERT), host an annual Citizen's Police Academy and participate in important community efforts such as the Community The Anti- Drug (CTAD) Coalition. We also have a very strong and active relationship with our schools through our resource officers as well as senior staff.

But this is not enough. The key ingredient to building relationships that establish public trust are the actions of individual police officers. Our officers are trained to make sound, split second decisions in critical situations. They have the upmost respect for the sanctity of life; every life. They possess the moral ethics, integrity, skills and ability to make appropriate decisions in difficult situations. The structure they work with and training they receive is based upon policies and procedures which follow the best practices in professional law enforcement. Our officers leave home to come to work each day not knowing the possible deadly force they may encounter. Each officer wears a bulletproof vest as a somber reminder of the lurking dangers of their job. I am very proud of the men and women of the Highland Park Police Department.

In closing, I thank the community for your continued trust and understanding of the work we do. The members of the Highland Park Police Department strive to earn your trust every day.

Sincerely,  
Paul Shafer  
Highland Park Chief of Police

**Gary, IN**  
**Mayor Karen Freeman-Wilson**

### **NORTHWEST INDIANA TOWN HALL**

Gary Mayor Karen Freeman-Wilson is working with members of the Northwest Indiana community to do a town hall consistent with the President's request to city leaders to hold community conversations.

We are focusing on hosting a Town Hall meeting that will drive a regional conversation because the demographics of Gary (85% - African-American; 10% - Caucasian; 5% - Latino) differ vastly from those of bordering cities and towns. Many of these communities are predominately white and their police forces reflect their demographics. We have also seen the same thing with state police and county forces. This creates a dynamic in which we are providing training and guidance for officers who are under our purview, while officers in the surrounding communities don't relate to our residents in the same way. This is not only true in the law enforcement arena; we see a similar dynamic with employment, public accommodations and other factors. This is the backdrop for the conversation.

This will not be a "sound off" session. The objective is to set the stage for solution oriented work that will include a wider engagement of our MBK plan, Welcome Tables that will allow for more interaction between residents of neighboring communities, more training/ discussion about implicit bias and other solutions that come from this initial Town Hall meeting.

**Wichita, KS**  
**Mayor Jeff Longwell**

### **FIRST STEPS COMMUNITY COOKOUT**

On July 17 the Wichita Police Department and community organizers organized a community cookout, the First Steps Cookout. The previous week, a peaceful protest march had been held in support of the Black Lives Matter movement. A second march was planned for the 17th, however, after meeting with Police Chief Gordon Ramsay, several community groups and organizers decided to hold a community cookout instead.

Several community organizations donated funds, food and labor, so there was no cost to taxpayers. Bouncy houses for children were also donated, and local musicians gave their time and talent to add a festive atmosphere. The true draw of the event, however, was in the conversation generated between the community and local law enforcement. A sound system with microphones was set up, and the community, Chief of Police and Mayor Jeff Longwell and other elected officials had an open and frank discussion about how to move forward to improve relationships between law enforcement and the community and address larger social issues. The Chief further communicated Wichita's dedication to an increased focus on community policing and the importance of continuing an open dialogue.

**Louisville, KY**  
**Mayor Greg Fischer**

**STEPS TOWARD GREATER POLICE-COMMUNITY TRUST**

On July 21 Louisville Mayor Greg Fischer updated citizens on measures being taken to improve public safety and police and community relations. Noting that public safety has been the priority of his administration from the start, the Mayor said the issue has come into even sharper focus of late, “because of a sequence of tragedies involving the needless deaths of young black men and police officers in cities around the country.” He added: “In Louisville, we reject any notion that this is an either-or scenario -- that you have to pick one side or the other. We support our communities of color *and* our LMPD officers. That is the only way forward.”

As part of government and police efforts to ensure that all citizens “know that their humanity and their constitutional rights are respected,” and to ensure that all police officers “come home safely to their families at the end of their shifts,” the Mayor outlined three measures:

- All Louisville Metro Police Department patrol and traffic officers are now outfitted with body cameras, which studies show help protect both citizens and police officers and reduce citizen complaints about the use of excessive force.
- The city is establishing a Citizens Advisory Board that will review and make recommendations to LMPD on how to refine officer and recruit training so they have the knowledge and skills they need to reduce crime while maintaining strong connections within the community.
- Following the lead of LMPD, the Mayor is directing Human Resources Director J.P. Ham and Dr. Kellie Brandi Pryor, Director of the Center for Health Equity, to train every Metro employee, from the Mayor’s Office to Public Works and Animal Services, to recognize and eliminate implicit or unconscious bias in themselves and others, so everyone is treated fairly.

Those steps, the Mayor said, are part of ongoing efforts to build trust and deepen and strengthen the relationship between Louisville’s police officers and communities of color. These efforts include expanding community policing efforts through a \$1.5 million federal COPS grant; holding more community conversations like Coffee with a Cop and Youth Chats, including one that evening at the Beechmont Community Center; and expanding weekly Peace Walks through higher-crime neighborhoods.

The Mayor noted that he and Police Chief Steve Conrad had been meeting with citizens and activists from Black Lives Matter and other organizations to better understand what’s happening and what needs to happen from their perspective. And starting in late August, the Mayor said, the police department will also host a series of community forums on 21<sup>st</sup>-century policing tactics.

The Mayor closed his remarks by saying that “if anyone is determined to pick a side in this ongoing conversation about our community, understand that in Louisville, we pick the side of peace, of compassion, and community. “We pick the side where citizens and their government, including their police force, work together for everyone’s benefit. I invite every citizen and police officer in our city to join us. Our side welcomes everyone.”

## Specific Actions

The many specific actions taken by the Mayor in the days immediately following the Dallas police shootings include:

- A press event/vigil the morning after the shootings;
- Over the next three days, attendance at police roll call at eight police stations;
- Meetings with the families of new recruits;
- Appearances on black radio stations, the rallying centers of the community;
- Visits to three African American churches;
- Meetings with youth in two focus groups;
- Meetings with 15 African American ministers and white clergy;
- With Police Chief Conrad, attendance at the memorial service in Dallas for the fallen police officers;
- A meeting with a local community activist and with Black Lives Matter;
- Attendance at public vigils sponsored by the city;
- With Police Chief and administrative staff, attendance at a community meeting and panel discussion on 21<sup>st</sup> century policing techniques;
- Attendance at a community event and the Police Chief's Peace Walk.

## New Orleans, LA Mayor Mitch Landrieu

### WELCOME TABLE NEW ORLEANS, EQUITYNEWORLEANS, AND EFFORTS TO STRENGTHEN POLICE-COMMUNITY RELATIONS

The Office of Mayor Mitch Landrieu has created two ongoing initiatives that seek to engage residents around the issues of race, equity, reconciliation and community: Welcome Table New Orleans and EQUITYNEWORLEANS. In addition to these efforts, the Mayor's Office and the New Orleans Police Department have consistently focused on increasing transparency and open communication between the NOPD and the broader community in an effort to keep the public safe and to increase trust and ongoing partnership between police and community stakeholders.

#### Welcome Table New Orleans

In 2014, The City of New Orleans' Mayor's Office launched Welcome Table New Orleans (WTNO), a citywide initiative focused on race, reconciliation, and community building. Diverse residents from across the city participate in eight neighborhood circles in six communities: Algiers, Central City, St. Roch, New Orleans East, Carrollton and Mid-City. Facilitators lead a process that supports residents as they build relationships, tackle the issue of race and design and execute reconciliation projects. The circle discussions take place in safe and civil spaces. Every month, WTNO participants, mostly strangers to one another at the beginning of the process, share a variety of experiences including exchanging personal histories and perspectives and discussing national events such as those involving police and community conflicts.

WTNO Reconciliation Projects include:

- ***Mother's Circle Reconciliation Project - Tragedy to Transformation to Triumph:*** Tragedy to Transformation to Triumph was designed by mothers who have lost sons and daughters to gun violence. The goal is to reconcile with mothers of

- perpetrators of violence. The project includes an outreach event to bring mothers together for dialogue; a Mother's March and Second Line Jazz Funeral to symbolically bury the social ills that feed violence and hatred; personal development workshops for mothers and a Mother's Ball to celebrate mothers working for peace in their communities.
- ***Algiers Circle Reconciliation Project - Visions & Voices of Algiers: Reflections On Our Shared Racial and Multi-Ethnic History:*** The Algiers Circle project will guide high school aged youth to explore the racial and multi-ethnic fabric of Algiers history through interviews and conversations with elder residents and historians. The goals of this project are to enhance the public understanding of various racial and multi-ethnic communities in Algiers, to facilitate relationships among youth from varying ethnic backgrounds, to contribute to the larger dialogue around racial equity and reconciliation that is occurring at the citywide, state, national, and international levels, as well as to encourage youth to invest in their community by learning and preserving the historical narratives that often go untold. Nationally recognized artist and activist Brandan "B-mike" Odums will train a multiracial group of 24 students to use their analytical abilities and creative talents to conduct and archive the interviews; to interpret the information acquired; and to depict their newfound knowledge via a public art installation.
  - ***Central City Circle Reconciliation Project - History Matters:*** The Central City Circle project is designed to recognize individuals who have worked to engage the community through public participation. The project will also involve high school students learning about their communities and racial reconciliation. Working in partnership with education experts, lesson plans are being developed and will be offered to public and private schools. Students will be invited to present and have artwork judged including essays, visual arts, spoken word pieces and writings based on the lesson plans.
  - ***St. Roch Circle Reconciliation Project:*** The St. Roch Circle seeks to engage New Orleanians in dialogue that acknowledges the historic roots of racism and oppression, examines the current impact of racism and builds pathways forward toward racial reconciliation. The circle will identify historically significant places throughout St. Roch to host intimate conversations and Story Circles that provide residents opportunities to share and learn from one another. Through these dialogues, the hope is to build a better understanding of the issues and concerns that are most pertinent to the lives of St. Roch residents. The project will utilize social media as a tool to raise awareness of the project and to spark conversations about racial reconciliation across the city and invite people to join the dialogue.
  - ***Business/ Civic Leaders Circle Reconciliation Project: THREAUX, INC.:*** The Business/ Civic Leaders Circle believes that it has a responsibility to take full advantage of its social networks, access to capital and the personal reputations of its members as community leaders to imagine and execute a large-scale, high-impact project that has the potential to re-shape the social and economic landscape of New Orleans. The project will challenge and reshape New Orleanians' ideas about race and ethnicity and create economic opportunity where it is needed most using one of New Orleans' most prominent and beloved institutions: Mardi Gras.
  - ***Carrollton Circle Reconciliation Project - Equity Circle:*** The Carrollton Circle will create a permanent outdoor conversation space in the geographic heart of New Orleans and one of its most diverse neighborhoods: Mid-City. The space will include an equity circle with seating that will invite the community to come together. The space will also include a children's playground for families to gather. The project

also features a film festival with filmmakers, guest speakers and conversations on the legacy of slavery, Jim Crow, segregation, racism and the path to reconciliation, equity and unity.

- **Mid-City Circle Reconciliation Project:** The Mid-City Circle will host a series of events using film/video, spoken word and a painted mural informed by community discussions and collaboration as catalyst and provocateur for structured dialogue about racial reconciliation. The purpose of the project is to communicate the message: “RACE – the Science is Myth. The Experience is Reality. The Construct We Must Reconcile.” The project seeks to shine a light on the myth, reality and construct of race, inspire people to think about and discuss racial reconciliation with family members, friends and community, offer tools for dialogue and catalyze action for racial reconciliation.
- **New Orleans East Circle Reconciliation Project – NOLA Diaspora, Catalyst for Change:** The New Orleans East Circle members will engage in finding their roots through genealogy testing. Using a facilitated discussion circle, they will explore similarities and differences. The Circle will also organize youth circles that will provide an early experience with facilitated racial dialogue creating a safe space for shared learning. Parent circles will also be organized, to give parents ways to create personal awareness, skills and strategies to raise and support children to effectively navigate the world of the future.

### **EquityNewOrleans**

This year the Mayor’s Office of New Orleans launched EquityNewOrleans, a citywide initiative to assess the role of equity in City government using a data-driven process that prioritizes stakeholder engagement. The results of this process will be used to inform the development of future strategies and decision-making within City government in order to build a more equitable New Orleans. The objectives are to identify the current status of racial equity across city government, establish key equity indicators, identify a mechanism for city government to measure its progress, determine what resources are required, and recommend vital steps to make systemic adjustments. The initiative uses quantitative and qualitative methods to collect and analyze data, engage senior leadership, city employees and external stakeholders through interviews, focus groups, sector meetings and community listening sessions. The City’s equity strategy will be released in 2017.

### **Efforts to Strengthen Police-Community Relations**

New Orleans Police Department efforts to increase transparency and open communication between the Department and the broader community include the launch of citywide Police Community Advisory Boards, open data initiatives, the Body Worn Cameras program and Force Investigation Team, and ongoing Crisis Intervention Team training.

- **Coffee with Cops in partnership with McDonalds:** In partnership with local McDonald’s restaurant owners, the NOPD hosts monthly community meetings on Saturday mornings in eight McDonald’s locations across the city. The meetings provide an opportunity for community members to meet and connect with NOPD leadership and officers from their districts to discuss concerns, ask questions, or provide support for local law enforcement.
- **Police Community Advisory Boards (PCAB) led by the Office of Neighborhood Engagement and the New Orleans Police Department:** The City of New Orleans established eight Police Community Advisory boards (one in each of the eight police districts) to encourage police and community collaboration. The PCABs provide a framework for community members to give feedback and recommendations to each

of the eight police districts in New Orleans and serve to maintain a consistent partnership between the community and law enforcement, help reduce crime and enhance the quality of life for all citizens, and establish goals that can be accomplished through positive and open communications. The seven members of each PCAB are citizen volunteers from their respective police districts who serve a two-year term during which they meet quarterly to address crime and quality of life issues.

- ***NOPD Open Data Initiatives:*** In 2011, Mayor Landrieu made a significant policy decision to increase police transparency by releasing NOPD calls for service data to the public online through the City's Open Data Portal. The decision made raw police data available to the public for the first time and allowed individuals and groups to examine and analyze police responses and interactions throughout the city. Since then, the New Orleans Police Department has led the way in making criminal justice data available and easily accessible to the public. In 2015, the Sunlight Foundation - a national non-profit organization focused on government transparency and accountability - touted the NOPD as being "ahead of the curve" on open data. The NOPD is also one of 21 police departments participating in the White House Police Data Initiative that aims to better use data and technology in ways that will build community trust.

Police data now available on the NOPD website include calls for service data from 2011 to present, stop and search data from 2010 to present, metadata for body worn cameras and in-car cameras, and comprehensive public reports on Bias-Free Policing, Sexual Assault, Domestic Violence, Community Engagement, Training, Crisis Intervention Team and the Public Integrity Bureau. The NOPD plans to add data on its recruitment efforts and use of force online by the end of 2016.

- ***New Orleans Police Department's Body Worn Cameras (BWC) Program & Force Investigation Team:*** In 2014, the NOPD took a major step forward to increase police transparency and accountability by rolling out one of the largest BWC programs in the country. Today, the NOPD has a total of 620 BWCs and the device is a standard part of the uniform for officers who respond to citizen calls for service. The device, which is affixed to the officer's chest, is designed to record all interaction between officers and the people they serve. NOPD policy requires officers to turn their BWC on at the start of every interaction with the community. At the end of each shift, officers categorize the videos and upload them to a cloud server.

To measure the effectiveness of the BWC program, the department audits BWC usage every month. The results of those audits over the past several months show that officers have embraced the new technology and the department is at 99 percent compliance with the program.

Prior to 2011, supervisors within the Department's homicide division conducted investigations into critical firearms discharges by NOPD officers. In 2011, the Department formed the Force Investigation Team (FIT) within the Public Integrity Bureau (PIB) to investigate any serious use of force (including critical firearms discharge), any use of force indicating apparent criminal conduct by an officer, any use of force by members with a rank higher than sergeant, and any in-custody death or serious injury requiring hospitalization.

FIT members include NOPD officers and members of the FBI embedded in PIB. Members are selected for their investigative skills and integrity and are specially trained in both criminal and administrative force investigations. The FIT is made up of NOPD officers and members of the FBI, who are embedded in PIB.

- ***Crisis Intervention Team (CIT) Training:*** CIT is a nationally recognized “best practices” approach in recognizing and managing behavior that may be attributable to a mental health disorder. Under this program, specially chosen officers received 40 hours of intense training from mental health experts focused on techniques and best practices for minimizing the use of force against individuals in crisis due to mental illness or a behavioral disorder. CIT officers are assigned to each police district and are trained to respond to and de-escalate mental health crises. As part of the federal Consent Decree, the NOPD is committed to training at least 20 percent of the force in CIT by the end of August 2016.

**Portland, ME**  
**Mayor Ethan Strimling**

**CITY AND RELIGIOUS LEADERS HOST GATHERING TO REFLECT ON LIVES LOST**

*On July 11 Portland leaders announced that they would join together the following day at 5:30 PM at the Green Memorial AME Zion Church to make a commitment to peace:*

The City of Portland and Reverend Kenneth Lewis, pastor at the Green Memorial AME Zion Church, will host a community gathering with various city, community, and religious leaders to reflect on the lives that were lost following events in Louisiana, Minnesota, and Texas. The event is open to the public.

The event will feature the following speakers:

- Reverend Kenneth Lewis, pastor, Green Memorial AME Zion Church
- Chief Michael Sauschuck, Portland Police Department
- Councilor Jill Duson, Portland City Council, At-Large
- David Thete, Portland resident & member of Kesho Wazo
- Dean Danielle Conway, University of Maine School of Law

“Portland is a strong community, and we must rely on that strength now so that we can have an open and heartfelt conversation in light of these events,” said City Councilor Jill Duson. “I know that many of us have a lot of emotions to process, and I look forward to being able to do that with the members of my community. I want to thank the City Manager and his staff, as well as Reverend Lewis and Bishop Coleman, for organizing this. It’s our hope that this will become the beginning of future community conversations.”

“Here in Portland we have certainly been influenced and impacted by the things that have happened outside of our community. Many people have come up to me to ask what do we do, where do we go, and how do we process this?” said Reverend Lewis. “We are all in this together and we must come together to figure it out.”

“The Portland Police Department is thankful for the support we’ve received over the last few days. We work each and every day to be a part of the solution for our community,” said Chief Michael Sauschuck. “Tomorrow, it’s my hope that we will talk about a commitment to instilling hope, not hate, and to continued education and communication in our community.”

“While we might not be exactly like the other cities in which these events have recently taken place, we do have intrinsic biases that we must continue to address,” said Bishop Steve Coleman, pastor at Williams Temple, Church of God in Christ. “Fear and anger has led

to a lot of tension in our country, but if we come together and communicate regularly then we can work to erase it.”

**Baltimore, MD**

**Mayor Stephanie Rawlings-Blake**

## **BALTIMORE POLICE DEPARTMENT PROGRESS AND IMPROVEMENTS**

Over the last year the Baltimore Police Department has made a concerted effort to strengthen police-community relations and improve policing practices. Following is information on some of the work the BPD has done:

1. **Community Engagement:** Community policing is at the heart of the Department’s mission. As such, the BPD has shifted focus and responsibilities for the newly expanded and centralized Community Collaboration Unit to improve police-citizen interaction. The Department has also increased opportunities to connect with residents through programs such as Outward Bound and Community Stat.
  - **Centralized Community Outreach:** Now centralized and led by a Chief, the Community Collaboration Division (CCD) is proactively working with a large range of community groups to increase positive police/citizen interactions such as the Unity Bowl police/citizen football game, trauma informed care for youth, and the expansion of the Explorers program.
  - **Youth and Women:** The Department’s commitment to engaging youth is part of the Compliance, Accountability and External Affairs Division (CAED), which has developed two programs - the new Youth Advisory Board and the Women in Law Enforcement Program and mentoring group. Both programs enlist members of the Department to work closely with youth to provide professional development, encouragement and the opportunity to get their voices heard on important topics from juvenile justice to the roles of women in law enforcement. Newly created Baltimore Police Department Youth Advisory Board (YAB) held a know your rights forum at local church  
The YAB is currently conducting surveys at the Mayor’s Youth Block Parties during the summer to assess youth/police relations. In addition we are instituting new youth-focused program at our academy:
    - Six months of bi-weekly meetings with youth and police in the Western District around creating neighborhood-specific solutions resulted in a potential youth diversion program whereby police officers directly refer youth to community centered programs. This program will be replicated at our academy as part of in-service and cadet training.
    - Introducing new program entitled, “Policing the Teen Brain” as a part of in-service and cadet training.
  - **Community Police/Mediation:** The BPD developed a mediation process with the Civilian Review Board and Community Mediation Maryland. This program provides citizens and officers an alternative for resolving citizen complaints, where the objective is mutual understanding rather than a formal investigation and discipline.
  - **Outward Bound:** BPD dramatically increased its commitment to the Baltimore Chesapeake Bay Outward Bound School, which provides team building exercises for Baltimore youth and BPD officers. The increase is attributed to a new goal that all officers spend an entire in-service training day with youth.

- **Reading Partners:** The BPD has participated in 14 public schools across the City since 2012, providing one-on-one tutoring with Reading Partners to help students become proficient in reading at a third grade level and to develop relationships with youth.
  - **Strategic Community Policing Plan:** Various units within the BPD are vetting a draft Community Policing Plan, developed by the DOJ's COPS office, so they can implement community policing strategies within their respective job functions. The BPD will also seek community input.
  - **Community Stat:** Every week a different District Commander invites representatives from his or her neighborhood, faith and business community to gather at headquarters for a conversation with the Police Commissioner. In addition, patrol officers are recognized as "guardians" for their exemplary service in the community.
  - **Trainees at Local Houses of Worship:** Trainees visit different City houses of worship during services in order to experience a welcoming by Baltimore communities, to foster understanding and respect and to encourage collaboration.
  - **Public Safety Forums:** The Mayor and Police Commissioner held Public Safety Forums in each of the nine police districts to facilitate a candid and open dialogue with the community about policing in Baltimore.
  - **District Station House Renovations:** Starting with the Western District, and with the assistance of local leaders and funding entities, the Department has begun much needed improvements to district station houses. Renovations will include a community room that will be programmed by the community, free Wi-Fi access, reflection gardens and play areas. A gym, upgraded bathrooms and office space will also help boost officer morale.
  - **Commissioner Advisory Boards:** Hispanic, LGBT, African-American, Business Executives, Police, Sergeant, Lieutenant and civilian staff. These boards create continual feedback looks to the Police Commissioners about things going on in the community and in the department.
2. **Policy:** BPD has developed new use of force policies, with community input, and revised a significant number of other policies.
- **Use of Force Policy Development:** BPD has re-written its use of force policies to reflect best practices, emphasizing the sanctity of life, duty to intervene and report. the use of force policy had not been changed since 2003. BPD had members of the community and local organizations review the policy including, but not limited to, DOJ Community Oriented Policing Services (COPS) Office, NAACP, ACLU, the State's Attorney's Office (SAO), Police Community Relations Council Presidents and other community stakeholders.
3. **Training:** In addition to training on its new policies, the Department has created the first of its kind foot patrol curriculum, and other classes that are designed to improve cultural competency with the communities BPD serves.
- **Bias Free Policing:** Command staff and community members attended Fair and Impartial Policing training, recommended and funded by the DOJ's COPS Office, to learn about the psychology of bias, expectations and perceptions of police stops, as well as tools to help officers and citizens recognize conscious and implicit biases.

- **Community Foot Patrol:** The BPD created the first of its kind Community Foot Patrol academic curriculum totaling forty hours for trainees and eight hours for required in-service training. This class provides instruction on becoming community guardians, interacting with citizens in an engaging and respectful manner and the history of policing with an emphasis on foot patrol.
- 4. Transparency:** Transparency is significantly increased through the Department's partnerships with The White House Police Data Initiative and Code for America's Project Comport. Sharing details on internal investigations, raw data and other police matters will foster trust and communication.
- **Data Sharing:** As a new member of the White House Police Data Initiative, the Department has committed to posting data related to arrests, calls for service, use of force incidents, and CCTV camera locations as well as department demographics such as race, gender and years of service. The BPD has also entered a partnership with the Code for America – Project Comport. This will allow the public to view data pulled directly from the IA discipline database, IAPro, and publish it in an easy to understand format after it has been anonymized. This information will include citizen complaints. Departmental policies will also be available to the public on BPD's website and offer citizens the opportunity to provide feedback on the policies, which will be reviewed and considered.

**Newton, MA**  
**Mayor Setti D. Warren**

#### **COMMUNITY CONVERSATION ON PREJUDICE AND DISCRIMINATION**

Newton had a series of unreported Anti-Semitic and racist incidents in the public schools come to light in February 2016. On April 7, 2016 Mayor Setti D. Warren convened a community discussion of prejudice and discrimination. The conversation was contentious and highlighted a number of divisions in the City. The Mayor is determined to advance the conversation about how we see ourselves as a community, what our values are, and how we can begin to stitch together our civic community in a time of division.

Mayor Warren convened a Steering Committee composed of representatives from all aspects of city life: businesses, clergy, students, parents, teachers, city officials (including police), and community advocacy groups. The concept of the Steering Committee was to create a sustainable structure for ongoing community-wide discussions among organizations and people that might not normally meet together. The Steering Committee met in May and in June addressing the current climate in Newton and what programming could be helpful in mitigating the issues, particularly in the schools. A convening of a second annual April 7 community meeting is planned to report on work accomplished during the year in and to consider next steps to be taken.

**Westland, MI**  
**Mayor William R. Wild**

### **POLICE DEPARTMENT COMMUNITY PARTNERSHIPS**

Through these difficult times, the City of Westland, Michigan Police Department will continue to focus on community partnership. We are bridging the community and the police department in several ways:

1. Social Media – information sharing, use of an Information Officer to share positives with our community;
2. Police initiated community gatherings – monthly coffee with a cop that is an open forum for informal discussions, police department open house tours and Administration attending church dedication services;
3. Information sharing regarding police department data tables – biased based policing reviews, pursuit analysis reports, use of force reports and citizen complaint reviews;
4. Foot patrol details in neighborhoods and around businesses;
5. Development of a police department recruitment team, which welcomed minority members to join the team and to be part of our recruiting;
6. Through the Westland Police non-profit organization, helping the needy with groceries, Christmas presents, and funds towards college;
7. Regularly updated web page that shares information.

These are just a few ideas that the City of Westland Michigan Police Department has implemented.

**Burnsville, MN**  
**Mayor Elizabeth Kautz**

### **SAFE SUMMER NIGHTS GRILL OUT AND OTHER COMMUNITY POLICING INITIATIVES**

Members of the Burnsville Police and Fire Departments hosted their first “Safe Summer Nights Community Get-Together and Grill Out” July 19. The event was intended to promote safety, crime prevention, and positive community relationships. Police officers, firefighter/paramedics, police cars, fire trucks, the Mobile Command Post, dive gear/demonstrations and more were on hand. The Wilder Foundation provided food and beverages for attendees to enjoy while they got to know their first responders.

Burnsville has focused on the Mission: "Working Together to Make a Difference Through Excellence in Policing."

- Working Together: committed to helping people through partnerships and relationships with City staff, community members and organizations; being willing to meet the needs of the people we work and provide services for;
- Making a Difference: dedicated to preventing crime and apprehending offenders;
- Public service: having a positive effect on the lives of citizens as well as co-workers;
- Excellence in Policing: respecting the dignity of all people and guaranteeing their Constitutional rights; continually maintaining a reputation of being industry leaders; committed to personal growth through education, innovation and fitness.

Community policing is part of the Burnsville Police Department's culture. In all seasons and throughout the year, Burnsville police officers are engaged with the community through programs, events and activities. Here are just a few of the programs and activities:

- BLUE in the School – Our officers have a strong commitment to our school district and students through Building-Learning-Understanding and Educating, and a commitment to student success during the school year.
- Teacher's Academy – The Academy introduces teachers to a first hand look at what rules, regulations and policies police officers follow. As a result, some misunderstanding may be alleviated.
- Citizen's Academy – This program is designed to offer an inside look into the Police Department and to provide better overall understanding of a police officer's role and duties. This is an 11-week program that helps to familiarize the public with common police procedures and form lasting relationships.
- High School Youth Academy – options are currently being explored.
- South Metro Interfaith Group – officers currently participate with this group.
- Shop with a Cop is a program in which officers go shopping for school with students.
- Free Child Safety Seat Inspection/Training is available to any member of the community.
- School Resource Officers are in the high school and junior high. Their efforts include engaging in mentorship opportunities.
- Police Officers read to students in elementary schools.
- K9 demonstrations are provided at community events, local schools etc., and are always a big hit.
- Police officers participate in and represent the Department at the Fire Open House.
- The Neighborhood Block Captain Program is a combined effort with our neighborhoods to make them safe and to facilitate communication regarding issues that are of concern to neighborhood residents.
- Business Watch is a partnership program with the business community. This effort enables individual businesses to take an active role in preventing and reducing crime on business premises through information sharing, raising awareness and improving communication.
- Night to Unite is an annual neighborhood celebration designed to heighten crime and drug prevention awareness, generate participation in local anti-crime programs, strengthen neighborhood spirit and police/community partnerships.
- The 12 Days of Christmas was initiated by our officers initiated in 2015. The officers identify a family in need and deliver gifts and food for the family.

**Mooresville, NC**  
**Mayor Miles Atkins**

### **COMMUNITY CONVERSATIONS**

Mooresville officials believe that the City is fortunate to have a great relationship between the police department and other first responders/emergency personnel and the community. A group has formed to strengthen this relationship even more by taking a proactive approach in addressing the issues going on around the country and how they relate to Mooresville. This group of leaders includes three pastors from local churches, the area president of the NAACP, area President of Las Amigas faith group, Mayor Atkins, the

Police Chief and leaders of the Young Scholars of America group from Mooresville High School.

This group organized two events during a two-week period: The first was a prayer vigil at the Mooresville Police Department to honor the fallen officers in Dallas, TX. Many law enforcement officers from Mooresville and the Iredell County Sheriff's Office attended the vigil. The second was another prayer vigil held at Mooresville Town Hall. Six area pastors led this vigil. This event was streamed live on the Town's Facebook page, and to date it has received over 47,000 views.

In the midst of these two events, and other things happening, the public has continued to show their support and love for Mooresville police officers in a multitude of ways. Families have brought cards, cakes, cookies, doughnuts, drinks and even dog treats for our K9 units. A local women's group organized a "Hug a Police Officer Day" where approximately 30 men, women and children came by the police department just to offer hugs to the officers.

On July 24 a community group organized a community talk session for members of the community to have an open, honest conversation with the police department about the events occurring around the country. Police officers were there to answer questions and explain the police principles the Mooresville Police Department uses. It is hoped that this session, titled "We Are Mooresville", will be a springboard to other meetings with more dialogue that will allow the police department and community combat issues before they start.

**Salisbury, NC**  
**Mayor Karen Alexander**

**MAYOR'S SUMMARY OF ACTIONS BRINGING COMMUNITY TOGETHER**

Salisbury Mayor Karen Alexander is proud of the work that the Police Department, administration and community are doing to bring the community together in these difficult times.

Following is a link to a newspaper article on a prayer vigil that was held at Hood Theological Seminary. Although the reporter did not mention it in the article, Reverend Carol Hallman read the names of the victims of violence in Louisiana, Minnesota, Orlando, and Dallas.  
<http://m.salisburypost.com/2016/07/15/candles-in-the-darkness-prayer-vigil-kindles-hope-in-the-wake-of-violence/>

The Police Department, police officers and police chaplains held a private prayer vigil in solidarity with the Dallas Police Department last Friday.

Mayor Alexander has asked the Human Relations Committee and Coventry Connections to plan Dialogue Circles, to have ongoing conversations to create lasting friendships. She has reached out to churches, a senior living community, and the business community to host these community gatherings. The idea is to bring a bag lunch or dinner and beverage and have a meal and conversations.

Salisbury already has a community-led Peace Circle that has been meeting for the last year. The Mayor is trying to create and increase the infrastructure of community relations

to be prepared for any unimaginable event. The City will continue to encourage citizens to connect and work toward peace and reconciliation. Officials are swearing in a new Police Chief, Jerome Stokes, who is committed to community policing.

**Albuquerque, NM**  
**Mayor Richard J. Berry**

### **COMMUNITY MEETING**

On July 13 Albuquerque Mayor Richard J. Berry met with the head of the NAACP, Dr. Harold Bailey, and a group of University of New Mexico students who are actively involved in their fraternal organizations and the Black Student Union. The students shared their feelings regarding recent officer-involved shootings. City efforts to train all police officers to de-escalate incidents, known as Crisis Intervention Training, were reviewed. Mayor Berry discussed solutions such as reducing barriers to employment, especially for those ages 16 to 24, not in school, and not working. Mayor Berry was presented with recommendations from the group and he promised to continue the dialogue and to read and study their materials. The Chief of Police and his Deputy were in the meeting as well as their community outreach point of contact.

**Albany, NY**  
**Mayor Kathy M. Sheehan**

### **COMMUNITY CONVERSATIONS**

During this challenging time, the City of Albany continues its commitment to engage with the community by fostering discussion and developing ways to keep the community safe, build community trust, and ensure justice for all.

The City of Albany's LIGHT (Learning, Initiative and Gaining Headway Together) Summer Youth Employment Program provides over 1,000 residents, ages 14 through 18, with summer work experience. The program introduces youth to the workforce, and helps them to identify career interests and attain positive work skills and habits. A key component of the program is the "Building Bridges: Know Your Rights" initiative, where Albany police officers and representatives from the Center for Law and Justice educate young people about their legal rights when they interact with police. Albany's LIGHT also provides students with a financial literacy discussion, a college campus tour, and a career exploration workshop. The U.S. Conference of Mayors selected Albany and the Summer Youth Employment Program as a recipient of the 2016 Outstanding Achievement City Livability Award.

Another City of Albany youth initiative is the Explorers Program. Advised by Albany police officers, Explorers is a career education development program designed for high school-aged youth who are interested in learning more about the field of law enforcement. It provides participants with the opportunity to cultivate leadership skills, explore career opportunities, and enhance character and values.

City of Albany Common Council members are also on the forefront of the City's response to the recent acts of violence to both civilians and police officers. On July 29, 2016, Councilmembers Dorsey Applrys and Kelly Kimbrough hosted a "Justice in the Making"

event. This gathering focused on healing, prayer, and artistic expression, and provided free stress tests and blood pressure screenings. “Justice in the Making” is a community-based initiative that was started in 2014 to address relations between people of color and the police.

Albany Police Chief Brendan Cox has been part of a panel organized by Albany County Legislator Wanda Willingham. This panel brought together City of Albany residents, law enforcement representatives, and faith leaders to discuss how to promote and ensure gun safety in our community.

The City of Albany remains committed to ensuring that our community continues these critical conversations, and will not waver in our mission to promote equality and safety for all.

**Akron, OH**  
**Mayor Daniel Horrigan**

### **POLICE...COMMUNITY...TOGETHER INITIATIVE**

Mayor Daniel Horrigan, Deputy Mayor Charles Brown, Chief James Nice, and the entire Akron Police Department realize the value of achieving excellence in the area of police-community relations. In recent years, and on their own initiative, the City of Akron and the Akron Police Department have implemented programs that bring members of the police department and members of the community together. When this occurs, officers and the community get to know each other and gain a mutual understanding of each other’s perceptions and realities.

Here are just some of the programs that have been put in place:

- ***An increased Park and Walk Program***-The department has recently conducted tens of thousands park and walks, whereby officers get out of their cruiser and interact with the community.
- ***Officers in the schools***-The Akron Police Department has 18 officers deployed in all Akron middle and high schools in an effort to have officers and youth get to know each other better.
- ***The recently implemented positive citation program***-whereby officers recognize positive behavior by community members and reward them with a small gift of appreciation.
- ***Coffee with the Chief***-Chief Nice has held numerous meetings throughout the city where he has held informal discussions with members of the community on police related issues.
- ***Civilian Ride-A-Long program***-We have had hundreds of community leaders and citizens ride a shift with an Akron police officer to provide them with an idea of what an officer encounters on a normal shift.
- ***Safety Town***-The department has set up numerous sites throughout the city, where children interact with uniformed officers and are educated on various areas that could potentially cause them harm
- ***Vehicle Inspection Program***-Police Auditor Phil Young co-ordinates with uniformed Akron officers to conduct free vehicle inspections to check for potential equipment violations on citizen vehicles

- **Independent Police Auditor**-Police Auditor Phillip Young conducts outreach about the police complaint process and the services his office provides. He also serves as an independent location for filing a complaint against an Akron police officer, monitors and audits APD complaint investigations, and makes policy recommendations for improvement.
- **Body Worn Camera Program**-In partnership with the community, the department has engaged in the development of the department's body worn camera program and policies.
- **Interfaith Council**-Chief Nice and other police executives meet quarterly with leaders of faith based organizations to discuss issues.
- **You and the Law program**-Uniformed members of the Akron police department make presentations to members of the community informing them on what they should do in the event they are pulled over by the police.
- **Akron Peacemakers**-an anti-crime/youth civic program designed to engage Akron's youth about their government, community organizations, and police.
- **Officer trainings**-Over the past three years, officers have begun receiving training on the following topics: implicit bias, de-escalation techniques, constitutional policing, and police legitimacy, to name a few.
- **Mayor's Office of Community Relations**-Assistant to the Mayor, Billy Soule, leads the Police...Community...Together Initiative.

In addition, Mayor Horgan participates in a monthly town hall, each held in a different neighborhood, and this year there will be 15 different National Night Out events through the City's Hands Across our Neighborhood effort.

**Toledo, OH**

**Mayor Paula Hicks-Hudson**

### **COMPREHENSIVE POLICE-COMMUNITY CONNECTIONS**

Toledo has been engaged in several activities to promote positive dialogue and facilitate peace. The City was plagued with a feud between two families, each of which lost a child to gun violence. There were a number of shootings, and these had the community worried about their safety. Mayor Hicks-Hudson reached out to the City's clergy and activists. She asked the clergy to meet and discuss what they could and would do. For three Saturdays, pastors met in different parts of the city and, joined with officers from the Toledo Police Department and members of Toledo's Board of Community Relations, walked the neighborhoods – meeting people, talking with them, and praying with them.

At the direction of the Mayor, Toledo Police Chief George Kral hosted a "summit" with representatives from both families, other law enforcement officers, and a faith-based leader to discuss the feud and develop a plan to stop the violence. The effort was successful and resulted in the families participating side by side in a press conference to show the community that they wanted closure. Since this meeting there has been no additional violence or property damage incident from either family.

Since becoming Mayor last year, Mayor Hicks-Hudson and Chief Kral have been working to ensure a strong connection with Toledo's minority communities. The city is now planning a

communitywide event to celebrate our diverse community and stress the need for education, respect and understanding.

Mayor Hicks-Hudson has reinstated an independent 13-member police civilian review board, which had been dormant for over a year. The board will review charges of police misconduct after internal affairs has reached a decision. The Mayor wants the board to explore its role and determine if there is anything additional that can be done to strengthen the Department's community policing activities.

Two years ago, Chief Kral formed the Chief's Advisory Board. This dynamic group of faith based, community, and private sector leaders meets monthly to review policy, plan community events, and discuss any issues that might be happening in Toledo's many diverse neighborhoods.

Chief Kral has held four Town Hall Meetings where he and the Chief's Advisory Board solicit suggestions from the community, specifically aimed at determining how the police and citizens can work together to improve the trust factor between the police and Toledo's citizens. A fifth meeting is scheduled for August 29.

Every Toledo Police officer, from Chief Kral to the newest probationary officer, has been trained in procedural justice, constitutional uses of deadly force, and de-escalation techniques.

TPD currently has 58 body worn cameras deployed, with plans to equip all officers with this technology by June of 2017. This technology provides a measure of security for the public as well as for the officers.

All Field Operations officers must, at least one time each shift, park their vehicles and walk their beats. This will break down the barriers between the citizens and the police and fosters face-to-face communications.

When President Obama's 21<sup>st</sup> Century Policing Final Report was published in May of 2015, Chief Kral at the direction of Mayor Hicks-Hudson formed an Ad Hoc committee of police officers from all ranks of the department. This committee was tasked with reviewing each law enforcement recommendation to determine if TPD was already implementing them, and to evaluate what additional methods were feasible. Eighty-three percent of the recommendations were already in place and plans are in the works to incorporate several others.

In order to increase confidence and trust, TPD is working toward moving its Internal Affairs Section out of Police Headquarters. Many times people fear coming to a police building to complain about officers. This new off site location will help alleviate this apprehension.

TPD has held accredited agency status from the Commission on the Accreditation of Law Enforcement Agencies (CALEA) for 13 years, and has just received its complete compliance with the State of Ohio's Collaborative, which established certain standards for Ohio's law enforcement agencies. These two accolades show Toledo's citizens that their police department is measured against departments across the nation and internationally and follows best practices.

The Toledo Police Department makes its commitment to positive community engagement real by working throughout the year in the following highly successful initiatives:

### **Block Watch**

The Toledo Neighborhood Block Watch Program is a community-based partnership involving neighborhood volunteers, law enforcement, and other community services. The program serves to make neighborhoods safer and more wholesome. Police officers are available to Block Watch leaders between monthly meetings and also attend these meetings to provide information and address neighbor's concerns.

### **Brains & Body**

The Toledo Police Department's Police Prevention Team (PPT) sponsors a summer fitness program that is held at Robinson Elementary School. The program lasts five weeks, is for students in grades 3 through 10, and is designed to enhance math skills and promote physical health. Toledo Police officers participate with youth in side-by-side physical challenges. The program is designed to encourage positive relationships between police, youth, and families within the community and to enrich learning during the summer months. This program provides a safe environment for youth, promotes education and physical fitness, offers vital information about the dangers of drugs, deters violent behavior, and develops expanded thinking.

### **Candy from a Cop**

The purpose of the Candy from a Cop campaign is to build and foster positive and respectful relations between officers and the city's youngest residents. Officers will interact with young children and provide them with a small bag containing a piece of candy, a badge sticker, a positive message, and a temporary tattoo.

### **Citizens Police Academy**

The Toledo Citizen Police Academy is a 25-hour block of instruction, taught over the course of 10 weeks. It's a miniature version of the Toledo Police Academy where participants receive training in subjects that vary from criminal law to the use of deadly force. It's designed to give the public a better understanding and knowledge of the functions of the Toledo Police Department. The instruction is comprehensive and each week different topics and areas of the police department are covered.

### **Crisis Intervention Team (CIT)**

The Toledo Police CIT program is a community partnership involving law enforcement, the community and mental health care agencies. The purpose of the program is to assist in providing the best possible service to mentally ill individuals and their families.

### **Explorers**

This organization gives youth hands-on experience in law enforcement and related fields of interest in a structured and supervised after-school program. All training is in accordance with guidelines established by the Toledo Police Department, and volunteer advisors meet with the young members twice a month.

### **IGNITE Team**

The Ignite Team meets with the Chief every other month to discuss the betterment of the Department. The goals of the meetings include:

- Garnering patrol officer and civilian employee input regarding potential policy changes;
- Bringing non-contractual issues to the attention of the police administration;
- Increasing employee morale.

### **PAL (Police Athletic League)**

Toledo's Police Athletic League is a non-profit, delinquency prevention program that works to prevent juvenile crime and violence by building the bond between police officers and kids through athletics. The program focuses on serving youth in the underserved areas of the community. This positive influence can counter the gang influence, substance abuse and potential violence that youth deal with in those areas. With the help of volunteers and several partner organizations, children are able to participate in various activities that they may not have had the opportunity to be involved in if it weren't for the PAL program

### **Mountain Mentors**

Mountain Mentors is a not-for-profit, faith-based mission program committed to impacting the lives of at-risk youth in our community. Adult role models serve as advocates for teens in the areas of education, work, family and court. Coupled with a wilderness experience, this yearlong mentoring program helps young people see themselves and society in a more positive light.

### **PPT (Police Prevention Team)**

The Police Prevention Team program is a community-based diversion program designed to give juveniles a chance to avoid prosecution for minor violations of the law and status offenses. Juveniles enter the program through officer referrals. Upon successful completion of the program, pending charges will be dismissed. However, failure to complete the program as prescribed will result in charges being filed for the original violation(s).

### **RSVP (Retired Senior Volunteer Patrol)**

The Toledo Police Department and the Area Office on Aging of Northwestern Ohio formed a partnership to develop the Retired Senior Volunteer Patrol Program. (RSVP) This program was developed to foster a relationship between volunteers representing the Toledo Police Department and community members. Volunteers make regular visits to homebound citizens and act much the same way that a good neighbor would. Volunteers also perform house checks at the request of citizens that will be away from their residences for extended periods of time.

### **Safe-T-City**

Safe-T-City is a child pedestrian and traffic safety program combined with a life safety course. The program includes both classroom work and outdoor practice in a miniature city, complete with streets, sidewalks, traffic signals and miniature buildings. The children prepare for the real world in their special kid-sized environment through hands-on and "drive-around" activities. Over 500 pre-kindergarteners graduate from the Safe-T-City program yearly.

### **S.T.R.I.V.E. (Success Through Review Incentive Vision Effort)**

The S.T.R.I.V.E. Program was developed to assist high school students who struggle with passing the required Ohio Graduation Test. The program is designed to prepare students in the areas of math, science, and social studies. It is a fast-paced, highly structured tutoring program that provides students who complete the sessions an opportunity to take the Ohio

Graduation Test. Students must complete at least 20 hours of class time and complete homework assignments daily in order to be eligible to take the OGT test through S.T.R.I.V.E. The classes are taught by individually selected and caring teachers from the Toledo Public School System.

### **TCIRV**

The Toledo Community Initiative to Reduce Violence (TCIRV) is a citywide initiative to reduce gun violence. TCIRV is designed to partner members of the community with service providers and law enforcement agencies to deliver its key message, which is:

- The Violence Must Stop
- Law Enforcement has new rules
- The Community is here to help

To do that, TCIRV engages in a coordinated three-pronged approach with Law Enforcement, Social Services and Community. Respectively, these groups apply pressure, deliver services, and provide support through group dynamics.

### **School Resource Officers**

Toledo has a six-week recreational/educational/nutrition program using its city parks to bring Toledo assets to youth in the neighborhoods where they live. Toledo Police has school resource officers who spend time with the youth throughout the summer to reinforce the relationships they cultivate during the school year.

### **Continuing Police-Community Interaction**

Members of the Toledo Police Department also stay actively involved in the community through informal programming such as Coffee with a Cop and Police in the Parks, and meet with Toledo Public School Children during lunch periods in what they call the “Blue Light Special.” Specifically:

- There has been at least one Coffee with a Cop event held each month, in a variety of neighborhoods in Toledo since January 2015. Community engagement in these events has been extraordinary. Local businesses continually call in to be put on the list of venues for these community-building events.
- Every Saturday in the summer, TPD conducts Police-in-the-Park Events. Similar to the Coffee with a Cop event, Police-in-the-Parks invite neighbors to come meet their district police units, the chief, and other police and community partners in order to build relationships.
- While school is in session, on Friday’s TPD holds the Blue Lunch Specials. The chief, and senior command officers, along with district units and the School Resource Officers, visit local elementary schools and eat lunch with the children.

Mayor Hicks-Hudson hosts several Town Hall meetings in each area of the city during the year to provide opportunities for ongoing dialogue with citizens so that we can hear their priorities, answer questions, and develop strategies to work together to address areas of greatest concerns. Directors from all city departments are available to provide detailed responses to citizen questions and take back concerns to follow up after the meetings. These have no scripted agenda, but naturally reflect the top issues of the public. These meetings provide an excellent format for open dialogue between our citizens and the Mayor and her administration.

**Youngstown, OH**  
**Mayor John McNally**

### **ACTIONS IN THE WAKE OF THE DALLAS SHOOTINGS**

In Youngstown, immediately after the Dallas murders, officials organized a meeting with over 20 members of the local clergy to discuss better community outreach efforts. City administration, through Mayor McNally and Police Chief Robin Lees, spoke and will continue to speak at summertime "Increase the Peace" gatherings that are sponsored weekly by the City's Community Initiative to Reduce Violence (CIRV) program and NOW Youngstown, a group of Spanish Evangelical church leaders.

The weekend after the Dallas shootings, the Mayor, Police Chief and clergy also addressed assembled crowds at the downtown Wine and Jazz Fest and the Gospel Fest, to encourage the community to reach out to all of our police officers as they work in the neighborhoods and to push for an end to violence.

Our Community Police Unit continues to increase its training to help with their neighborhood work. The Department of Justice Office of Justice Program's staff conducted three days of community police training with the Community Police, YPD Command Staff, the Mayor, Council members and neighborhood leaders. This training focused on the history and development of policing, procedural justice, quality communication/interaction with the public, and utilization of technology to enhance community policing.

Community police officers attend block watch meetings to identify specific blocks with multiple crime and safety issues. They respond back to councilmembers and block watches with steps taken to address the issues and the outcome of their efforts. This effort is aimed at reducing crime and disorder at particular hot spots as well as deterring repeat offenders and discouraging criminal behavior.

Repeat offenders are commonly those that the CIRV program has also identified for "Call-In Interventions." Juvenile offenders are offered CIRV resources such as summer programs, mentorships, school peacekeepers, and programs through the Juvenile Justice Center. The Chaplaincy Corp and the CIRV Program offer support, guidance, and counseling and serve as liaisons between social service agencies and citizens in the community.

Chief Lees holds quarterly meetings with inter-denominational clergy members, including the Department's Chaplaincy Unit, to solicit ideas on strategies to combat crime and improve community and police relations.

Recently, community members organized a "Back the Blue" event to recognize the dedicated service of our police department. Meals were provided for each shift, thank you cards were prepared by the City Park Summer Day Camp attendees and gift bags were filled with candy, snacks and gift cards to local stores and restaurants.

**Oklahoma City, OK**  
**Mayor Mick Cornett**

### **PACT FORUM AND SUMMIT AND OTHER POLICE-COMMUNITY OUTREACH INITIATIVES**

In 2015 the Oklahoma City Police Department joined efforts with the human rights organization Ending Violence Everywhere (EVE) and various other law enforcement and community stakeholders in a series of open discussions specifically aimed at reviewing and assessing organizational policies and practices. The overall goal was to discuss the recommendations listed in the 21st Century Policing report and commit to the future development of the report's recommendations. The organized discussions, which included the community forum in the spring of 2015 and an organization summit in early 2016, became known as Police and Community Teamwork (PACT). Every group has been at the table for these efforts, which have been well received.

Among the Oklahoma City Police Department's other community outreach efforts:

- **OCPD Associations** – The Oklahoma City Police Department has a history of on-going and long-term relationships with various organizations and community stakeholders. These relationships are sustained by the Police Department's willingness to engage community leaders and citizens through frequent community forums, neighborhood associations, academic institutions, churches, schools, civic groups, traditional media, social media, websites and e-mail correspondence to maintain open dialogue about important issues affecting the community. Some examples of organizations are Artists for Justice, Coalition to Advance Community Concerns, Oklahoma City Public Schools, NAACP, the Latino Community Development Agency (LCDA), Concerned Clergy Spiritual Renewal (CCSR), Black Lives Matter, Ending Violence Everywhere (EVE), YWCA Shelter, Homeless Alliance, Urban League, National Alliance on Mental Illness, Neighborhood Alliance, as well as a number of other institutions and individuals that may request the Police Department's involvement in responding to citizens' concerns. Through our on-going communication and involvement with organizations and individuals, the Oklahoma City Police Department is able to build relationships and stay informed of issues that are constantly evolving in a culturally diverse community.
- **Town Hall Meetings and Community Forums** – Town hall meetings and community forums are routinely scheduled throughout the year and include the police department and community members. Attendees are able to ask questions related to the Police Department, its policies and the enforcement of the law. Town hall meetings afford the Police Department the opportunity to openly engage with the community, and to share information through a constructive dialogue with the public. The Police Department has increased the number of town hall meetings within the Black community recently to expose more officers to minority concerns, as well as citizens to the challenges of policing minority neighborhoods.
- **Roundtable Discussions** – Various news organizations, academic institutions and civic groups have recently requested the Chief of Police or staff to appear in public roundtable discussions to discuss social and crime related issues as well as current events. These discussions are usually recorded and displayed on Internet and social media sites in order to share the topics and information with the public. Such events can spark constructive dialogue and information sharing. In 2015 -16, the

Police Department has participated in an increased number of events related to police and minority relationships.

- **Coffee with a Cop** – The Oklahoma City Police Department has partnered with the Neighborhood Alliance to participate in “Coffee with a Cop.” This event is announced through social media and offers the opportunity for members of the community to have a cup of coffee with the police officers who work within that area of the community. The event is scheduled about once a month, and takes place in various locations throughout the city. The event not only creates an opportunity for the public to get to know the police officers in their area, but also allows them the opportunity to voice any concerns they may have.
- **Shop with a Cop** – During the holiday season the Police Department partners with local non-profit organizations who provide funds to buy Christmas presents for underprivileged children from at-risk areas of Oklahoma City. The Shop with a Cop event allows police officers in uniform to pair up with kids to shop for Christmas presents for both them and their families. This annual event creates a mentoring opportunity for kids to engage the police officers who serve their community.
- **Christmas in the Barrio** – This annual event includes 500-1000 Hispanic children who are invited to a Christmas gathering with music, games and presents. Various community leaders, including the Chief of Police, are invited to engage with the crowd and give a message of unity and cooperation. Children receive prizes and presents throughout the three-hour event.
- **Jamming Hoops Fest** – Jamming Hoops Fest is a basketball tournament-style community outreach event hosted and coordinated by the Oklahoma City Police Department. The event is held on Thursday evenings through the summer months in northeast Oklahoma City. The goal of the program is to have youth from at-risk neighborhoods, off the streets and in a positive setting that allows mentoring by police officers and volunteers. About 250 kids participate every week and receive a “life lesson” by a guest speaker, dinner (hot dogs or burgers) and play tournament basketball where they win prizes for good sportsmanship and participation. The summer of 2017 was the eighth consecutive year for Jamming Hoops Fest.
- **School/Police Community Meetings** – A good public school system is vital to the success of any community. The Oklahoma City Police Department has a strong partnership with the Oklahoma City Public School System (OKCPS). This partnership is important to maintain the safety of children and administrators within more than 70 schools in the OKCPS. The Police Department participates with school staff and parents through individual and community meetings to discuss school and community expectations within the educational system. This allows for police, school personnel, students and parents to be involved in decisions, allow for better understanding of the school environment, and identify potential problems and concerns.

**Gresham, OR**  
**Mayor Shane Bemis**

### **A TIME TO TALK, A TIME TO LISTEN**

“A Time to Talk, A Time to Listen” brought together community residents and the police in Gresham July 13 for a discussion of the realities of race and policing. Attending the event were about 50 area residents and four members of the Gresham Police Department who,

according to the *Outlook*, a local newspaper, shared fears, frustrations and hopes for bridging the gap between local law enforcement and the community.

The Kingdom Nation Church organized the event to foster a safe space for healing and expression. The Outlook reported that “The evening was emotional at times and tense at others. Several speakers shared personal narratives of the loss of a loved one to gang violence, or due to officer-involved shootings.”

Bishop Steven Holt and The Rev. Wade Norris of the Kingdom Nation Church facilitated the discussion portion of the event. The conversation covered a wide range of issues, but returned to themes of police accountability, disproportionate policing of African-Americans and the Black Lives Matter movement. The audience asked questions and engaged with speakers and officers. One officer described the Department’s Community Resource Team, which was initiated in April to address livability issues. Another officer described the Department’s resource limitations, and how they affect police response to calls for service. Community members provided ideas for specific ways to improve the working relationship between Gresham Police and the communities they serve.

**Pittsburgh, PA**  
**Mayor William Peduto**

**COMMUNITY DISCUSSION**

The City of Pittsburgh, Allegheny County, and the office of the US Attorney for the Western District of Pennsylvania convened a community discussion on July 12, 2016. It included roughly 60 leaders from the community, religious institutions, foundations, non-profits, government and business. The meeting was held privately to facilitate open discussion.

Discussion was wide-ranging over roughly three hours, focusing on issues raised by youth leaders, community activists, the faith community and the Pittsburgh Bureau of Police. Those in attendance agreed to hold follow-up sessions on the many issues that were raised, and these are still being scheduled.

**Columbia, SC**  
**Mayor Stephen K. Benjamin**

**JUSTICE FOR ALL INITIATIVE**

In December 2014, Columbia Mayor Steve Benjamin introduced the “Justice for All” initiative in hopes of building on the City of Columbia’s commitment to creating a world-class police department. The initiative emphasized the importance of strengthening the foundation of trust and accountability that exists between our city’s communities and our law enforcement agencies.

To accomplish this goal, the initiative implemented the following in the Columbia Police Department (CPD):

**Additional Training:** A world-class police department begins with its police officers. Additional mandatory and ongoing training requirements for all sworn officers will include cultural sensitivity, community policing, peaceful conflict resolution, de-escalation

techniques, unconscious bias/discrimination recognition, mental illness recognition, and chronic illness recognition.

**Competitive Pay:** To improve retention and encourage applicants, merit-based raises, targeted incentives for needed skilled positions, additional incentives for advanced education (including housing bonuses commensurate with down payments needed for housing down payments in the City) are also included in the initiative.

**Improved Diversity and Accountability:** The Columbia Police Department not only protects our city, it represents our city. From command to patrol, Columbia's Police Force should be representative of the city's demographics. In order to accomplish that, Chief W.H. "Skip" Holbrook has implemented a focused minority recruitment effort that includes adopting a targeted hiring strategy, targeting job fairs in minority colleges and universities, communities and churches, appointing a minority community representative to CPD's police hiring board and expanding overall professional development opportunities. It also created a citizens' advisory committee appointed by City Council and implements citywide body cameras and transparency reforms.

**Community Engagement:** Building on the success of efforts like our youth sports programs, the Columbia Youth Commission and our local My Brother's Keeper initiative, the City of Columbia is committed to engaging our youth community in a collaborative effort to build a new foundation of trust and partnership. These efforts include:

- Expanding Columbia's local My Brother's Keeper initiative in partnership with the White House;
- Creating an ongoing partnership with student leadership at local colleges and universities;
- Promoting and supporting community-based youth engagement and diversion programs;
- Conducting ongoing listening sessions in communities and neighborhoods across Columbia in order to continue to improve and expand our efforts.

### **Community Based Plan**

In addition to the Justice for All initiative, the Columbia Police Department has served as a model for police departments across the country, even being invited to the White House in July 2015 for a forum on Community Policing in collaboration with the U.S. Department of Justice. At the forum, CPD officials accompanied peers to discuss plans for implementation of the recommendations of the President's Task Force on 21<sup>st</sup> Century Policing.

The City of Columbia's Community Based Plan is CPD's implementation of the recommendations of the Task Force. The plan includes six pillars on which CPD tailored recommendations specifically for the City of Columbia. The pillars and recommendations are (1) building trust and legitimacy; (2) policy and oversight; (3) technology and social media; (4) community policing and crime reduction; (5) officer training and education; (6) officer wellness and safety. More information on these and other initiatives is available at [http://www.columbiapd.net/pdfs/publications/CPD-Community-Based\\_Plan-Final-12-3-2015.pdf](http://www.columbiapd.net/pdfs/publications/CPD-Community-Based_Plan-Final-12-3-2015.pdf).

**Sumter, SC**  
**Mayor Joseph McElveen**

### **SUMTER UNITED**

Out of an ongoing relationship between the Mayor and a local pastor grew the idea for Sumter United – Law Enforcement and Community Building Stronger Partnerships. Different in both age and race, both Mayor Joe McElveen and the Rev. George Windley Jr. have a common bond – a mutual respect for one another and an interest in making the greater Sumter community the best it can be.

During one of their recent conversations, news of five police officers slain in Dallas dominated the headlines. From this they began to focus on how to further improve an already good relationship locally between law enforcement and the public. Mayor McElveen and Rev. Windley, pastor of First Baptist Missionary Church and President of the Sumter County Concerned Clergy, later met with city and county government and law enforcement leaders to come up with a plan.

In just a few weeks, the Sumter United – Law Enforcement and Community Building Stronger Partnerships event was held Aug. 4 at the Sumter Opera House. The goal was to bring together members of the public, area churches, public officials and law enforcement to show one another support and provide a better understanding of the relationship between those who live and work in Sumter community and those who are sworn to serve.

The program included greetings from Mayor McElveen, Sumter County Council Chairwoman Vivian Fleming-McGhaney and Jeannie Crotts, president of the Greater Sumter Chamber of Commerce Board of Directors. Police Chief Russell Roark III and Sheriff Anthony Dennis then explained their agencies' community service work, expectations and vetting of officers and the handling of traffic stops.

Particularly impactful, was a video from a 2003 traffic stop during which a South Carolina state trooper was shot and wounded by the driver. The officer, James Sinkler, now a sergeant with the Sumter Police Department, then explained what happened that night and the dangers faced by officers each day. Those on the panel also responded to questions from the audience. A reception to allow interaction between the public and officers followed the formal program.

More than 230 residents attended the event. The response was positive. Following is an editorial from the August 7 edition of *The Sumter Item*:

*Sumter's law enforcement leadership should be congratulated for its recent community relations efforts in strengthening ties to all citizens. A Thursday forum at the Sumter Opera House kicked off the initiative led by Sumter Police Chief Russell Roark and Sumter County Sheriff Anthony Dennis.*

*Their proactive approach to building community ties between local citizens and those who enforce law and order is vital to building a stronger and more united community. Sumter city and county have for the most part been spared the upheaval that has erupted in many towns and cities throughout the nation. That is because of the proactive and focused approach followed by Chief Roark and Sheriff Dennis in keeping the peace, which has served to build*

*good will between those who wear the uniforms and wear badges and the men women and children they are sworn to protect and defend.*

*Ensuring public safety is a demanding and dangerous job. Those who are tasked to do that deserve our respect, support and appreciation. We have seen that coming-together at the recent events which included law enforcement, civic and church leaders and elected officials.*

*It has become apparent from our perspective that the personal contact between law enforcement and locals has been positive in securing the bond of respect between those who protect us and those who are kept safe - meaning all honest and law-abiding citizens. That bond of trust and friendship must be kept strong in order for us to grow and prosper as a vibrant and safe community. Put simply, it's a team effort.*

**Clarksville, TN**  
**Mayor Kim McMillan**

### **COMMUNITY DISCUSSIONS**

Clarksville Mayor Kim McMillan hosted a community discussion July 18 which focused on race relations and policing in Clarksville. It was the first in a series of forums that will be held in the coming months about the issues that have gripped the nation in recent weeks. The first forum included a panel discussion with Mayor McMillan, Clarksville Police Chief Al Ansley, NAACP President Jimmie Garland and one of the leaders of the Coalition of Concerned Citizens organization, Pastor Willie Freeman. Time was allotted for questions and/or comments from the attendees.

Commenting on the discussion, Mayor McMillan said: "What we've all learned is that this kind of serious and thoughtful discussion is what is needed in our communities to begin to address some issues and challenges that are not always easy to talk about. I think it's vitally important for our citizens to understand how our police officers are hired and trained and about the policies that are in place, including an emphasis on de-escalation."

Future forums will include representatives from different organizations and may include a broader range of topics as the discussions evolve.

The City has also begun, in partnership with local faith-based organizations, fun activities to build relationships between the community and police officers. The first of these activities is "Basketball with a Cop," a basketball game that was hosted in one of the City's community centers and open to participants of all ages and abilities.

**Gallatin, TN**  
**Mayor Paige Brown**

**COMMUNITY CONVERSATIONS AND OTHER EFFORTS TO STRENGTHEN POLICE-  
COMMUNITY RELATIONS**

Gallatin is a city of 35,000 located near Nashville with a minority population of close to 25 percent. The Police Department has taken steps for the last five years to increase transparency and strengthen relations with the community. As described below, these have included the Chief's participation in a July 11 prayer vigil and Gallatin Gets United, an August 1 event promoting peace and prayer.

Among the Police Department's activities, it has:

- Held periodic meetings with African American community leaders, clergy and community members, providing them with comparative statistics on arrests, citations, use of force, citizen complaints, and internal investigations to dispel the appearance of profiling. These statistics were also released to the NAACP forum;
- Equipped all certified police officers with body cameras in 2015 to add another layer of transparency and accountability for not only the officers but also the citizens involved in the police encounter;
- Implemented new social media avenues to open communication with the community;
- Held meetings with several African American churches to discuss citizen interaction with the police during traffic stops and other police encounters;
- Met with African American leaders and clergy following a police involved shooting and released video for their review to remain transparent before releasing it to the media. It is standard practice in our community to immediately notify African American community leaders when an incident occurs;
- Held Unity prayer vigil on Monday, July 11, 2016 following recent police involved incidents and Dallas Police murders. Chief Bandy reached out to organizers asking to be involved;
- Added de-escalation training to roll call training and to annual in-service training;
- Participated in the MLK parade each year for the past 10 years;
- Held school supply and backpack giveaways in the African American community for back to school, moving this year's event from National Night Out to Monday, August 1 in order to coordinate with Gallatin Gets United, an event being held later the same evening in the African American community to promote peace and pray for the community, community and civic leaders and the Police;
- Instituted open citizen complaint policy;
- Held Citizen Police Academy to educate citizens about law enforcement;
- Undertook efforts to increase minority hiring through local job fairs and the Department's Reserve Program;
- Held community relations programs such as back to school events, career day discussions, and Shop with a Cop and Firefighter events;

Gallatin has realized a substantial return on its investment:

- Earlier this year there was an officer involved fatal shooting and our community joined together, supporting the victim's family, the police officer who was defending himself, and the Police Department.

- Body cameras have been invaluable to us.
- Our Chief and our Police Department are very skilled at positively managing conflict. In just the last week, through conversation and outreach, they successfully redirected several events that had potential to become divisive.
- The Department is launching a thank you video to the community for its support of the PD.

**Knoxville, TN**  
**Mayor Madeline Rogero**

### **COMMUNITY CONVERSATIONS AND OTHER PUBLIC SAFETY INITIATIVES**

- In conjunction with the Cities United and My Brother's Keeper efforts, the City of Knoxville two years ago created our Save Our Sons program, which has brought together resources and stakeholders to reduce violence-related deaths among young men and boys of color. That effort has included two wide-scale community conversations, one of which was called the Sons Summit and brought dozens of African-American young men together to provide their perspectives and identify priorities. As one result of those discussions, we have moved toward funding and providing a broader range of recreational opportunities and safe spaces for African-American teenagers.
- Our Police Advisory and Review Committee holds quarterly public meetings to hear comments and concerns about law enforcement from local community members. These meetings are public and open to all, and all comments are documented so that any specific issues raised can be followed up. (The next meeting is scheduled for Tuesday, July 28.) PARC is independent of the Knoxville Police Department and provides impartial review of all KPD Internal Affairs investigations as well as direct citizen complaints about police conduct.
- Knoxville Police Chief David Rausch has been deeply involved in ongoing community dialogues, including participation last year in a forum to talk about police interactions with the African-American community. Chief Rausch has also held two recent KPD officer promotion ceremonies at one of our major African-American churches; the aim is to encourage greater connection between the department and the people they serve.
- After the tragic death last December of Zaeavion Dobson, a local 15-year-old boy who was an innocent bystander to a shooting, we saw an outpouring of sympathy from across our city, from people of all races and neighborhoods, and this has led to ongoing civic dialogue and several initiatives to provide more resources and opportunities for our young people.
- Looking ahead, we are forming an Internal Equity Committee with employees from several City of Knoxville departments to foster greater understanding of the issues we see in the community. And we are in discussion with community leaders about broader community events that can provide opportunities for productive dialogue and action.

**Nashville, TN**  
**Mayor Megan Barry**

**COMMUNITY DIALOGUES ON RACIAL JUSTICE**

Nashville Mayor Megan Barry, in partnership with Lipscomb University's College of Leadership and Public Service, is hosting two dialogues with the community to discuss issues of criminal justice in the African American community, as well as broader topics around race and social justice.

The first dialogue, held July 23, included a group of 100 community leaders from diverse groups throughout Nashville. The Mayor's Office recruited and trained 15 individuals to serve as small group conversation facilitators for breakout groups of 10 attendees each. Structured dialogue sessions included prepared questions. Communications standards were provided to each attendee.

The second dialogue is scheduled for September 10 and will serve as a larger public conversation on race and equity. The Mayor's Office, working with Lipscomb's College of Leadership and Public Service, will recruit and train an estimated 100 volunteer facilitators for small-group dialogue sessions aimed at fostering an open and constructive dialogue.

"These meetings will not be a starting line or a finish line in our goal of racial and social justice in our city and in our society. This is, unfortunately, a long race for our country to run, and frankly, it's hard to see the finish line," said Mayor Barry. "But we can't stop running this race. We can always be moving ahead, one yard, one foot, one inch at a time, as we seek the goal of a more just and equitable society for all."

In her July 14 announcement of the community dialogues, Mayor Barry also discussed some of the ways in which the Metro Nashville Police Department has begun implementing reforms to police officer training, including:

- Incorporating implicit bias and de-escalation training into the program for new recruits;
- Certifying 26 MNPd staff in bias training to incorporate into training programs for veteran officers;
- Incorporating de-escalation training in the program for veteran officers so that officers use their weapons or physical force as a last possible resort when dealing with tense situations; and
- Partnering with the Metro Human Relations Commission on a diversity seminar for new recruits that introduces them to the diverse communities they will be sworn to protect and serve.

Mayor Barry further reported that in 2015, the men and women in the Metro Nashville Police Department attended 2,453 community meetings to support residents and foster relationships. She also said the Department has made gains in diversifying in recent years, and Metro's Chief Diversity Officer, Michelle Hernandez-Lane, will soon begin working on a strategic plan to encourage diversity in hiring practices within the MNPd and throughout Metro Government.

**Houston, TX**  
**Mayor Sylvester Turner**

### **COPS AND COMMUNITY PARTNERSHIPS**

The Houston Police Department (HPD) has numerous established as well as recent programs, activities and initiatives that have been implemented in the community to promote trust and partnerships.

**Positive Interaction Program (PIP)** – This HPD program has been in existence for more than 30 years. Twenty divisional groups are established throughout the city; this provides an opportunity for citizens to directly interact and have dialogue with officers and commanders assigned to work in their respective communities. The meetings are issue-oriented and focus on addressing and resolving complaints and concerns impacting neighborhoods around the city. PIP attendees include civic clubs members, apartment dwellers, homeowners and business owners.

**Community Liaisons** – There are 20 HPD officers and supervisors from Public Affairs who communicate directly with community and business leaders from the Jewish, Muslim, African American, Lesbian, Gay/Bisexual/Transgender, Asian, and Hispanic communities, establishing pro-active relationships to build public trust and knowledge of the diverse communities thriving in Houston.

**Community Dialogue Meetings** – The Chief of Police meets quarterly with representatives from Houston’s diverse communities to inform them on recent law enforcement initiatives or advancements that have occurred in the city as well as address any needs or concerns that the representatives bring to the meetings. As a result of these meetings, department policies and procedures have been revised, additional training has been implemented, and community outreach initiatives have been coordinated.

**Volunteer Initiatives Program (VIP)** – This program is for individuals who wish to volunteer their time as members of the Houston Police Department. The goal is to enhance the quality of life in the city through a partnership with citizens. Currently, HPD has 23 volunteers who are assigned to various locations through the Department. A number of signature programs come under VIP:

- **Citizens Offering Police Support (COPS)** – This forms the core support group of volunteers who serve in an administrative capacity at numerous divisions within HPD such as Patrol, Mounted Patrol, Planning, Special Crimes, and at the HPD storefronts.
- **Citizen Patrol** – The Houston Police Department is concerned about crime in the neighborhoods and communities throughout the city. In response, the Citizen Patrol program was established in an effort to bring the citizens and the Police Department together in a common goal, that is, to improve the quality of life by eliminating crime. The Citizen Patrol program is designed to provide a means for citizens to organize into patroller groups for the purpose of reducing crime in their community. Citizen Patrollers are the additional eyes and ears the police can count on to make Houston a safe place to live and work.
- **Citizens Police Academy (CPA)** – The Academy was implemented to provide citizens a clearer knowledge of the functions and operations of the Houston Police

Department. Citizens are exposed to an array of areas in the department that provide excitement and information. The experience is priceless and the citizens become ambassadors for the Houston Police Department. The classes are held twice a year and involve a 33-hour block of instructions within a three-hour class over 10 weeks.

- ***Houston Citizens Police Academy Alumni Association (HCPAAA)*** – This consists of graduates of the Citizens Police Academy who serve as volunteer groups that have supported the Department since 1989. The members assist HPD at various locations and divisions such as the Academy, HPD Headquarters, Mounted and Traffic Enforcement. They also serve a vital role in assisting in a number of volunteer opportunities that involve clerical work, volunteering at HPD events, and participating in mock training exercises.
- ***Houston Police Foundation*** – The private sector has a real stake in the success of the Houston Police Department and the safety of our City. The Houston Police Foundation serves a vital role, connecting private investment dollars with effective public safety solutions. Many volunteer opportunities are available.
- ***Police and Clergy Alliance (PACA)*** – The Alliance was established in 2012 as a volunteer program for clergy and lay persons of various faiths and religious beliefs who would work with HPD to build trust and respect with citizens in order to facilitate law enforcement efforts, enhance levels of community participation, and improve quality of community life. PACA members mainly assist crime victims and their families during “call-outs,” serve as ambassadors for the Department in the community, and support Department Outreach Initiatives, i.e., the Comida Food Drive, Senior Citizen Burglary Prevention Initiative, and more.
- ***Student Internship Program*** – This is an unpaid internship program with many local and national universities and colleges. The program provides qualified students with practical work experience that complements their academic course work and provides course credit as well.

The Houston Police Department also has several outstanding youth outreach programs that provide positive interactions between youth and police:

- ***Youth Police Advisory Council (YPAC)***, created in 1997, is the first of its kind of program in the nation. It empowers and trains youth to bring awareness of crime-related issues to their peers. Its goal is to develop trust and understanding between HPD and youth. Diverse high school students meet five times during the school year and discuss timely topics with the Chief of Police, other police officials, and community partners. Members also perform community service projects, make public safety presentations at the respective schools, and attend training workshops.
- ***Law Enforcement Exploring*** provides educational training programs with leadership opportunities and community service activities for young women and men, 14-20 years of age. The program was re-launched in 2014; its goal is to develop future leaders and expose them to careers in law enforcement. Explorers work with HPD Advisors through a structured curriculum that includes training and competitions. There are 12 Explorer sites around the city.

- ***Gang and Resistance Education and Training Program (GREAT)*** is a prevention program for middle school students within the Houston, Spring Branch, and Aldine Independent School Districts. During the school year, six HPD officers teach at nine different middle schools located in predominately minority communities. HPD officers provide students with an anti-gang curriculum that incorporates positive life skills to help them avoid gang involvement and violent behavior.
- ***Police At-Risk Teen Program (PART)***, which is a new program created in 2015 for at-risk teens, is facilitated by HPD in conjunction with the Harris County Juvenile Probation Department. The program is designed to open lines of communication between incarcerated youth and police officers so that a strong rapport can be established with the teens. The main goals of the program are to encourage at-risk youth to become positive members of society and to reduce recidivism.
- ***Summer Youth Jobs Program*** involves HPD, along with other city departments, in an annual summer jobs program that assigns youth to paid positions throughout HPD. Youth are exposed to administrative job functions that are performed at HPD. The program, funded by the City of Houston, targets high school students throughout the city.

**Killeen, TX**  
**Mayor Jose Segarra**

### **COMMUNITY FORUM**

The city of Killeen held a July 14 forum with the community led by the Police Department and the Chief of Police. Over 200 people attended and were able to ask questions and get updates on what the Killeen police are doing. This is something the City does every year, and it just happened to fall right after the Dallas shootings.

**Salt Lake City, UT**  
**Mayor Jackie Biskupski**

### **TRANSFORMING TOGETHER, A GUIDED DIALOGUE TO HELP STRENGTHEN POLICE-COMMUNITY RELATIONSHIPS**

Salt Lake City Mayor Jackie Biskupski and Salt Lake City Police Chief Mike Brown participated in a public engagement workshop on Thursday, July 21 to foster constructive dialogue and address steps being taken to strengthen relationships between police and the community. Through a structured and guided process, members of the public were encouraged to provide feedback and to help further refine ongoing efforts to transform and bolster police and civilian relationships in Salt Lake City – including de-escalation training, use-of-force policy, the role of the Civilian Review Board, and training and hiring of police officers. Information on how to get involved with the Salt Lake City Human Rights Commission and the Community Advisory Board was also presented.

The evening event was organized in cooperation with the Community Activist Group, a coalition of community members representing community members from the ACLU,

NAACP, Black Lives Matter, Community Coalition for Police Reform, and Cop Watch SLC, which has been meeting with Chief Brown since February.

**Shoreline, WA**  
**Mayor Chris Roberts**

### **NURTURING TRUST**

Shoreline is home to an increasingly diverse population – ethnically, racially, and economically. One in five of our residents is foreign born, 14 percent are of Asian descent, and fully one in four speak a language other than English in the home. In our schools, close to 50 percent of students represent diverse racial and ethnic heritage. Students speak over 60 languages in their homes with Spanish, Amharic, Korean, Chinese, and Japanese among the most frequently spoken. To draw on these strengths and to ensure that people from all backgrounds are included in the life and governance of the City, the City has hired its first ever Diversity and Inclusion Coordinator.

Also, the Shoreline Police and Lake Forest Park Police offer the Nurturing Trust, with Family, with Community/Padres Unidos - Familias Seguras workshops three times yearly in English and Spanish. The series consist of 5-6 classes/workshops offered to Shoreline and Lake Forest Park residents. Participants are required to attend all classes. The topics include positive discipline, domestic violence, child abuse, bullying, teen suicide, drugs, and culture shock/leadership.

We believe that parents have the power to modify and influence their children's behavior more than anyone. We begin with positive discipline, which teaches parents how to modify their own behavior to redirect their children's behavior to become responsible, respectful and resourceful members of the community. This is a class that sets the basis for the prevention of becoming a victim or perpetrator of domestic violence, drug use, child abuse and suicide to name a few. The goal is that by attending these classes, the parents will be able use the information they're provided in their families and share it with other community members.



**THE UNITED STATES CONFERENCE OF MAYORS**

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