City of Phoenix

To: Barbara Alexander, Lieutenant
Community Relations Bureau

Date: September 6, 2017

From: David Montoya, Sergeant
Community Relations Bureau

Subject: NATIONAL INITIATIVE FOR BUILDING COMMUNITY TRUST & JUSTICE

The National Initiative for Building Community Trust and Justice is a project to improve relationships and increase trust between communities and the criminal justice system and advance the public and scholarly understandings of the issues contributing to those relationships. In September 2014, the U.S. Department of Justice announced a three year, $4.75 million grant to establish the project. In collaboration with the Department of Justice, the National Initiative is coordinated by the National Network for Safe Communities at John Jay College of Criminal Justice, with partnership from the Justice Collaboratory at Yale Law School, the Center for Policing Equity at John Jay College and UCLA, and the Urban Institute. The National Initiative for Building Community Trust & Justice involves trust building interventions with police departments and communities based on three pillars. The following are the three pillars and in bold is what the Phoenix Police Department is doing for each pillar:

1. Enhancing procedural justice: the way police interact with the public, and how those interactions shape the public's views of the police, their willingness to obey the law, and their engagement in co-producing public safety in their neighborhoods.

   Police Department Response: The Phoenix Police Department utilizes detectives from the Community Relations Bureau (CRB) as well as precinct Community Action Officers to improve police interactions with the public. Detectives and Community Action Officers attend community meetings and events where they provide information or training to members of the community. Examples of these types of meeting or events include, but are not limited to: Block Watch meetings, neighborhood association meetings, and Coffee with a Cop. The following is a breakdown of the number of community events between January 1st and September 1st of 2017, attended by officers from each police precinct as well as CRB:

Precincts	Events	Attendance
Black Mountain	97	65,650
South Mountain	116	97,523
Central City	99	7,757
Desert Horizon	110	4,997
Mountain View	125	16,543
Maryvale Estrella Mountain	274	19,188
Cactus Park	63	1,714
Community Relations Bureau	657	219,913
Total January – September	1541	433,285

2. Reducing the impact of implicit bias: the automatic associations individuals make between groups of people and stereotypes about those groups, and the influence it has in policing.

   Police Department Response: Community Relations Bureau staff, along with community partners/members are providing Implicit Bias training to current officers as part of their annual training module. As of September 1, 2017, 965 sworn officers have received the Implicit Bias training. The remainder of the department will receive the training by July 1, 2018. Attached to this document is a copy of the Power Point presentation used for the Implicit Bias training.

3. Fostering reconciliation: frank engagements between minority communities and law enforcement to address historical tensions, grievances, misconceptions that contribute to mutual mistrust and misunderstanding which prevent police and communities from working together.

   Police Department Response: The Phoenix Police Department currently utilizes twelve Police Chief's Advisory Boards which represent the following communities: African American, Arab, Asian, Cross-Disability, Faith Based, Hispanic, Jewish, Lesbian, Gay, Bi-Sexual, Trans-Gender, Questioning (LGBTQ), Muslim, Native American, Refugee, and Sikh communities. The advisory boards consist of 20-25 members from each community, to include a younger "Millennial" community member. Each advisory board meets quarterly and provides information and feedback to the department related to any issues within their communities. The following are the core values of the Police Chief's Advisory Boards:

   - **Generate unity within our community and the Phoenix Police Department.**

   - **Create a climate of trust between the community and the Phoenix Police Department.**

   - **Provide a forum where the Phoenix Police Department can listen actively to community concerns and create solutions to social problems.**

   - **Improve the quality of life to all members of our community.**

   Additionally, the Phoenix Police Department is participating in 13 Community Listening Sessions. These sessions are the result of recommendations made by the Phoenix City Manager's Community and Police Trust Initiative. The meetings are open to public and provide a forum for community feedback in order to improve the Phoenix Police Departments relationship with those they serve.

   The Community Relations Bureau will continue to gather and publish information related to the department's efforts as related to the National Initiative for Building Community Trust & Justice. Additionally, implementation recommendations will be made to the Executive Staff based on the practices mentioned above when applicable.

10/2/17 Reviewed and approved. _____ A5791

Community Engagement & Outreach

Jeri L. Williams, Police Chief

City of Phoenix

LEARNING OBJECTIVES

- Identify the PPD Focus Areas

- Discuss the evolvement of professionalism and interpersonal communication

- Describe the impact of the subconscious mind in policing

- Discuss current PPD outreach efforts

PPD FOCUS AREAS

- ❖ Crime Suppression and Prevention
- ❖ Community Engagement and Outreach
- ❖ Hiring, Training, and Retention
- ❖ Employee Well Being
- ❖ Increasing Legitimacy

One Team   One Voice   One Department   One City

POLICING
IN THE 21ST CENTURY

The COPS Office works to provide solutions to help law enforcement agencies and communities strengthen trust and collaboration, ensuring public safety through meaningful cooperation.

Building Blocks of Community Policing

Building Trust
Promoting trust and ensuring legtimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles

Crime Reduction
Encouraging the implementation of policies that support community-based partnerships in the reduction of crime

Policy
Developing comprehensive and responsive policies on key topics while also implementing formal checks/balances and data collection/analysis

Training
Emphasizing the importance of high quality and effective training and education through partnerships with local and national training facilities

Technology
Balancing the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring

Officer Wellness & Safety
Endorsing practices that support officer wellness and safety through the re-evaluation of officer shift hours and data collection/analysis to help prevent officer injuries

>> **Review our Officer Wellness & Safety Resources**

PPD DEFINITIONS

Community Engagement: Proactive, <u>non-enforcement</u> activities focused on education, safety, and building trust with those we serve.

Contact Engagement: <u>Enforcement-based</u> actions focused on resolving active problems, ongoing public safety matters, or providing assistance during crises.
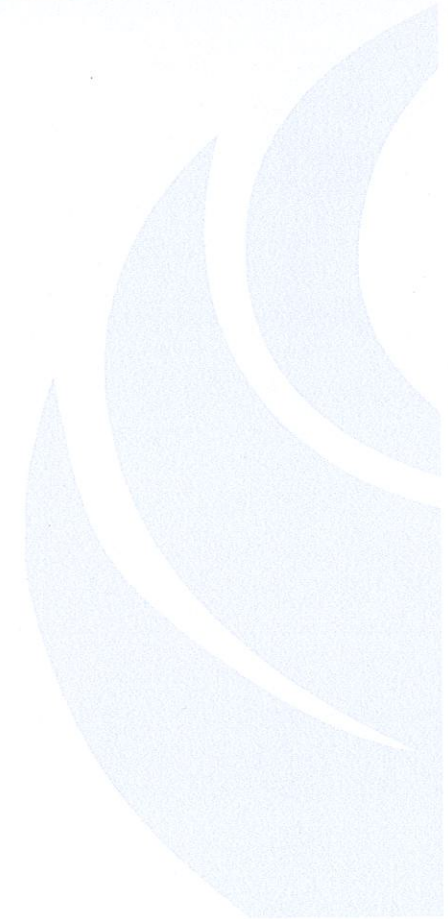
Professionalism and Communication

TRADITIONAL POLICING

- Arrest is the Primary Tool

- Numbers and Incident Driven

- Us vs Them Mentality

- We do it *for* the community

COMMUNITY POLICING

What is it?

Results – oriented, proactive problem solving done in partnership with our community

- Customer-focused
- Philosophy permeates agency and community
- Inclusive approach to decision making
- Think Strategically, Act Preventively
- Augments traditional policing practices
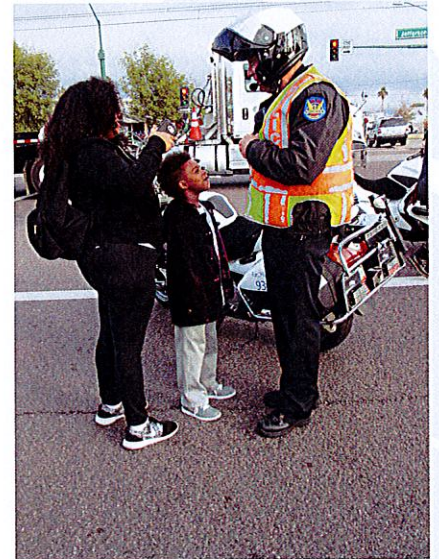
TRIGGER POINTS

An event which can cause a community crisis and leads to deep-seated distrust. Understand cause and impact!

Death, natural disaster, or community victimization

Small, seemingly innocent issues that cause an apparent overreaction

WHAT YOU DO MATTERS

What is the most visible sign of authority in the Nation? **POLICE OFFICERS!!!**

- You represent the Department – P.R.I.D.E
- Your Character Matters!
- Interpersonal Contacts are primary influence on perception of police
  o Communication
  o De-escalation
  o Rapport Building
- Compassion and Benevolence
  o Seek Less Harm
  o Non-Enforcement Solutions

The Subconscious Mind and Implicit Bias

THE ROLE OF THE SUBCONSCIOUS

- YouTube: "The Dark Side of How We Think Without Thinking"– Malcolm Gladwell
- Real influence of decision making is **TIME**
- Snap judgements
- Reduced to basic instincts and most literal reading of the situation
- Implicit Bias influence on decision making

"We don't know where our first impressions come from or precisely what they mean, so we don't always appreciate their fragility..."
Malcolm Gladwell
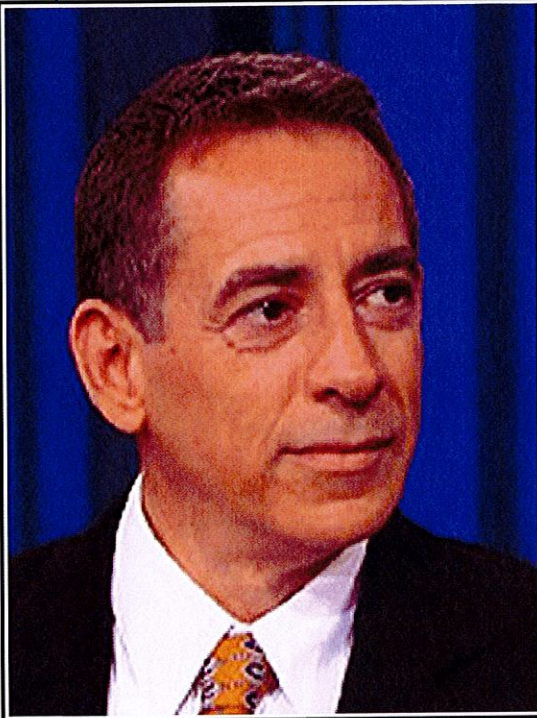
You have the gift of a brilliant internal guardian that stands ready to warn you of hazards and guide you through risky situations.

— *Gavin de Becker* —

AZ QUOTES

Implicit Bias

WHAT IS IT?

Implicit Bias

VS

Explicit Bias

"Bias in judgment and/or behavior that results from subtle cognitive process that often operate at a **level below conscious awareness** and without intentional control."
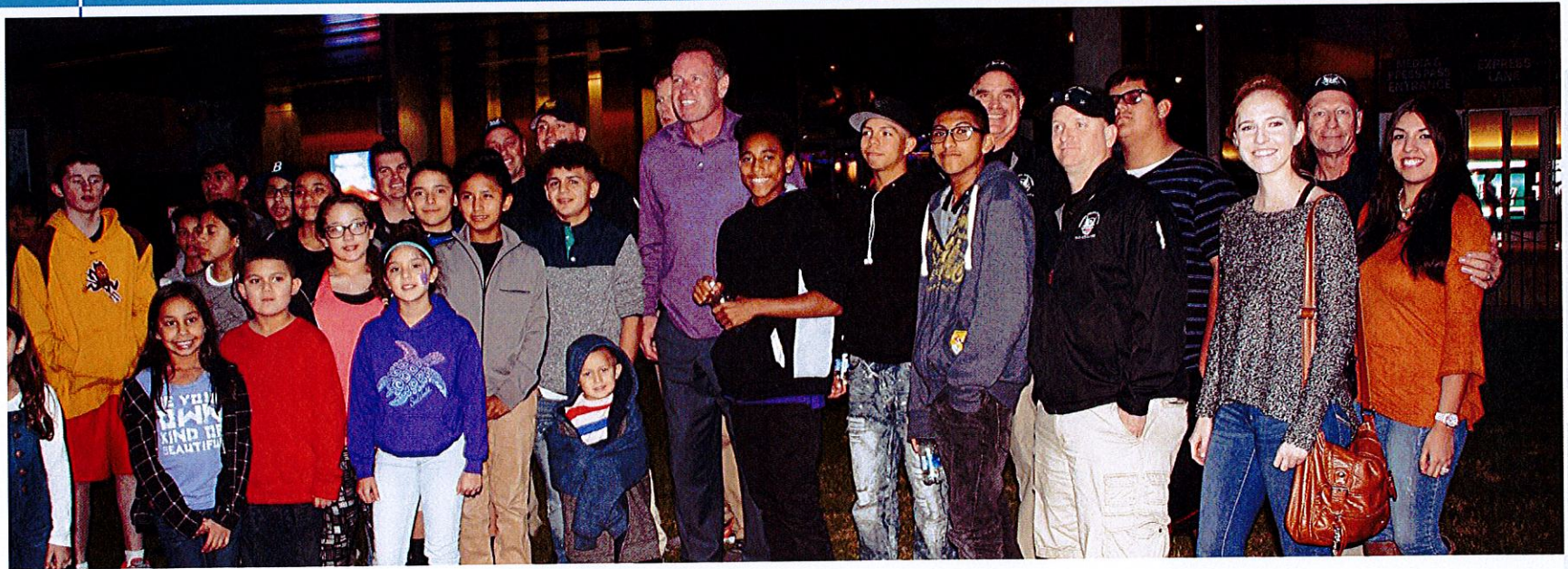
"Bias which reflects the attitudes or beliefs that one endorses at a **conscious level**"

Source: National Center for State Courts

DEVELOPMENTAL HISTORY
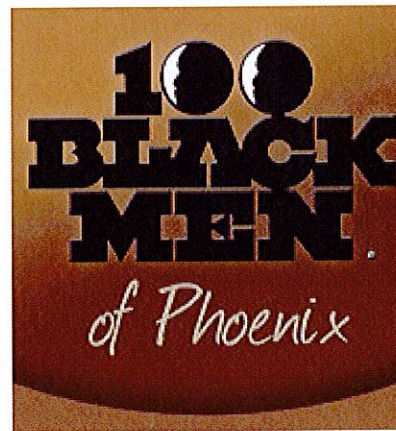

- Personal Experience
- Ex: implicit bias of children positively correlated with implicit bias of parents
- Implicit racial bias has been found in children as young as 6 years old

AFFECTIVE EXPERIENCE AND CULTURE

- Experience = Connection of racial groups with fear or negative affects
- Link between implicit racial bias and neural activity in the amygdala
- Exposure to cultures – creates attitudinal change
- What is the influence of cultural knowledge and popular culture? Resort to stereotypes even if you don't foster them (social knowledge vs reality)

Fundamental attitudes to prefer one's **in group** (a group with which one identifies in some way) over **outgroups** (any group with which one does not affiliate)

DOES THIS MATTER IN THE REAL WORLD?

- The Decision to Shoot
- High Pressure - High Risk Decisions
- Research: computer game in which participants needed to shoot dangerous armed characters **as quickly as possible**
- False Alarm Errors
- Research Findings

The Science of Training
with David Blake

Unpacking implicit bias in policing

To truly understand implicit bias is to know it does not equate solely to racism or prejudice, but rather is a fundamental way human beings function

Nov 7, 2016

RECENT STUDIES

2016 Harvard Study
- Found no racial disparity in OIS
- Racial disparity found in non-lethal use of force, sometimes significant

Existing research shows racial disparity in traffic enforcement stops and subsequent vehicle searches

Washington Post – comprehensive data on OIS, debunks OIS racial disparity

WSU Study
- During testing – 96% of officer participants implicitly associated Black Americans with weapon.

MITIGATING EFFECTS ON JUDGMENT AND BEHAVIOR

- Consciously acknowledge group and individual differences

- Routinely check thought processes and decisions

- Identify sources of stress and reduce them in the decision-making environment

- Identify sources of ambiguity and impose greater structure in the decision-making context

- Institute feedback mechanisms

- Increase exposure to stereotyped group members

POLICE TRAINING

- Training proficiency – old skill vs new skill
- Faster responses diminish sophisticated judgement (De-escalation)
- If new skill is not regularly practiced or correctly learned, old skills will take over, especially under a time constraint or stress.
- Remind ourselves that not everything is what we initially think it might be.

extreme visual clarity, tunnel vision, diminished sound, and the sense that time is slowing down. this is how the human body reacts to extreme stress.

Malcolm Gladwell

meetville.com

- Generally, increased contact with or exposure to a stigmatized social group in a *positive context* may reduce prejudice toward that group over time and may even reduce prejudice toward other out-groups in general

- Reductions in implicit bias, specifically, have occurred as a result of longer-term *exposure to minorities in socially valued roles*
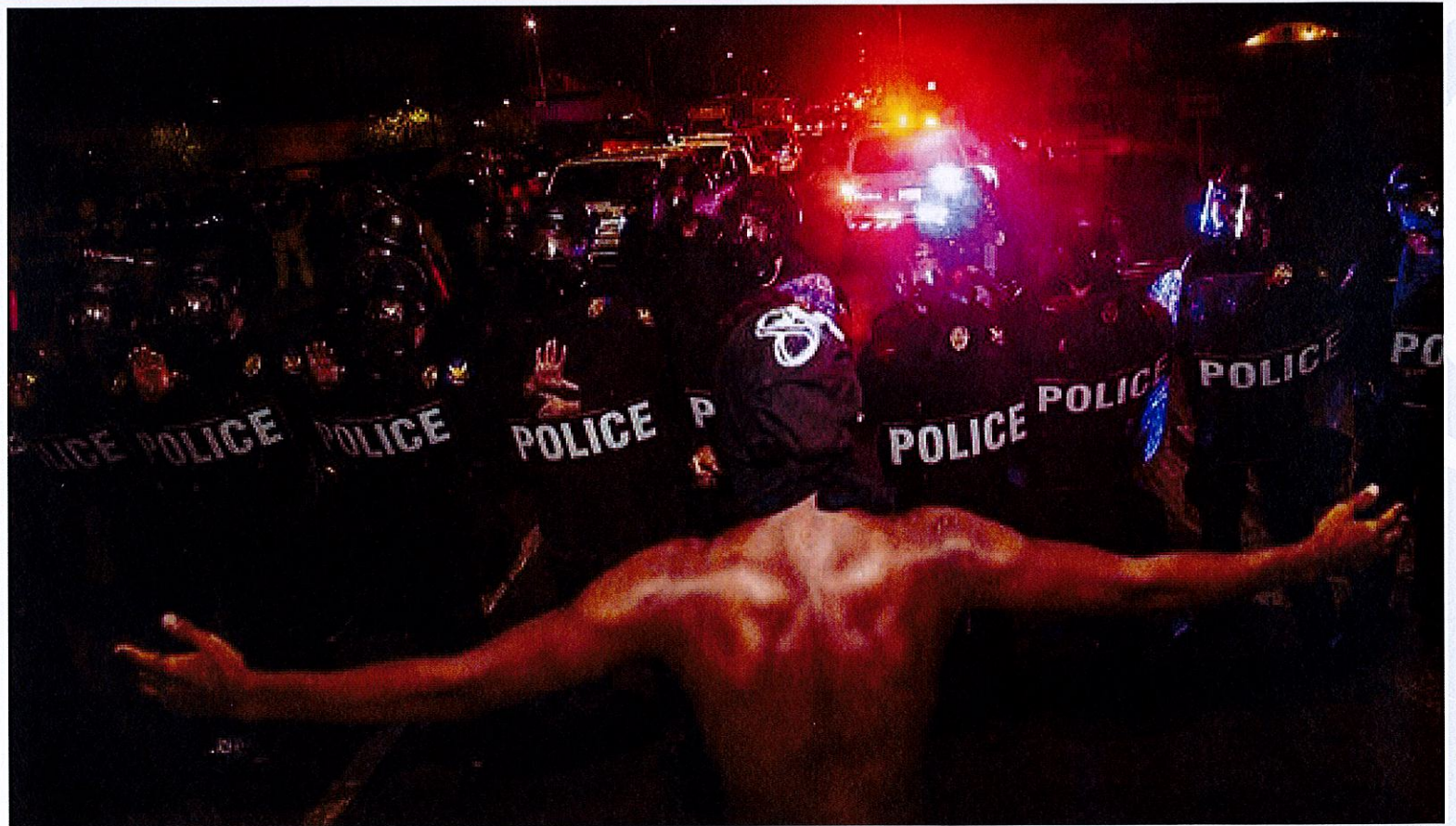
WHAT DO YOU SEE?

July 8, 2016 – Protest in downtown Phoenix on 7th Street near I-10 Freeway

"We see a line of police officers who have the gear and numbers to impose their will but have instead decided to hold the line."
SOURCE: AZCentral

WHAT DO YOU SEE?

Community Engagement and Outreach in Action!

Community Engagement & Outreach

What Are We Doing?

PPD OUTREACH INITIATIVES – PHOENIX.GOV

PHX At Your Service	PHX Pay Online	Map It	Find Public Records	PHXTV	Translate

City of Phoenix > Police

In an **Emergency** or to report suspicious activity 911 | To **report a crime** or non-emergency 602-262-6151 | **Silent Witness** 480-WITNESS

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Important Links

Career Opportunities >

Precincts >

Community Relations >

/e/contact-police/emailpolice

Now hiring!

Heroes Wanted. Apply Now.

P.R.I.D.E.
Protection | Respect | Integrity | Dedication | Excellence
Phoenix.gov/police

The Phoenix Police Department is now hiring. If you would like to join the team now is the time. We have created a web page with all the information you need to know and you can follow us on Facebook and Twitter to keep up-to-date on events, testing, and more.

First of the First Responders Wanted. Apply Now.

"PRIDE in
Learn how you can be a Call Taker/Radio Dispatcher at:
http://phoenix.gov/police/police-communications

Police Chief

Jeri Williams- Police Chief

Police Chief Jeri Williams Bio
Executive Team Bios

Strategic Plan

Phoenix Police Department
Strategic Plan

Outreach Initiatives

Outreach Initiatives

The Community and Police Trust Initiative (CPTI) was created by City Manager Ed Zuercher in March 2015. The mission of the CPTI was to build on the work of the Community Engagement and Outreach Task Force to further enhance police and community relations through continued dialog and partnership. As a result of the CPTI, and in an effort to enhance transparency and information sharing pertaining to several aspects of the Police Department and its operations, several yearly, bi-annually and quarterly reports regarding topics of noted interest are included on this page.

Annual Officer Involved Shootings Reports

- 2016 - Coming Soon
- 2015
- 2009 - 2014

Annual Cultural Competency, Diversity & Community Engagement Training Reports

- Coming Soon

Annual National Initiative for Building Community Trust and Justice Training Reports

- Coming Soon

Quarterly Police Department Employee Demographics Reports

- 1st Quarter 2017
- 2nd Quarter 2017
- 3rd Quarter 2017

"Listening Sessions" Schedule

- Spring/Summer 2017 Meeting Schedule - Coming Soon
- Summer 2016 Meeting Schedule

Bi-Annual Community Engagement Reports

- 2016 Recap from the Community Relations Bureau

Annual Employee Excellence Summaries

- 2016 Annual Award Ceremony Award Recipients

The President's Task Force on 21st Century Policing

- Summary PDF

City Manager's City Council Report on Community & Police Trust Initiative

- City Council Report
- Meeting Minutes

Police Community Engagement and Outreach Task Force

The city formed this task force after a March 2010 incident involving a Phoenix Police officer and Councilman Michael Johnson brought to the surface feelings and perspectives about the Phoenix Police Department and its interactions with the community.

The task force met from from April to November 2010 to develop a plan to implement short-term, intermediate, and long-term strategies and programs to address officer training, communication, community policing and public outreach.

The Community Engagement and Outreach Task Force report (PDF) and recommendations (PDF) were presented to and approved by the Phoenix City Council on Jan. 11, 2011.

The recommendations also called for the establishment of the Community Engagement and Outreach Implementation Team, which was approved by the Phoenix City Council, to assure that the Task Force recommendations were implemented.

Though the task force has been sunset, in these pages you will still find information such as task force:

- Meeting minutes
- Membership roster

COMMUNITY ENGAGEMENT

Bias Crime Investigations

Block Watch

Body Worn Camera Program

Crisis Intervention Team (CIT)

Community Response Squad

Citizen Police Academy

Crime Free Multi-Housing

COPS Volunteer Program

Getting Arizona Involved in Neighborhoods (G.A.I.N.)

Community/Youth Police Academies

Phoenix Neighborhood Patrol (PNP)

Police Chief's Advisory Boards

Police Explorers Program

Police Activity League (PAL)

Police Community Engagement Team (CET)

POLICE CHIEF'S ADVISORY BOARDS

African-American

Arab

Asian

Cross Disability

Faith-Based

Hispanic

Jewish

LGBTQ

Muslim

Native American

Refugee

Sikh

TRACKING ENGAGEMENT

QUESTIONS?

Truly successful decision making relies on a balance between deliberate and instinctive thinking.

- Malcolm Gladwell