

Community Action Deck

Community policing is not just about the behavior and tactics of police; it is also about the civic engagement and capacity of communities to improve their own neighborhoods, their quality of life, and their sense of safety and well-being.

The President's Task Force on 21st Century Policing Implementation Guide

A discussion support tool for empowering communities to take action on the recommendations of the President's Task Force on 21st Century Policing

December 2016

This deck was developed as a public resource by the Office of Evaluation Sciences (OES) at the General Services Administration. To learn more about OES, visit <https://oes.gsa.gov>.

The deck outlines discussion topics drawn from the final report of The President's Task Force on 21st Century Policing, focusing on strategies to advance the recommendations in the report. It is meant to serve as a discussion guide for communities.

Cards include links to local, state, Federal or university resources. Links are for informational purposes only, and their inclusion does not indicate endorsement by, or the official views of, the General Services Administration or the U.S. Government.

What is this deck of cards?

The President's Task Force on 21st Century Policing generated 59 recommendations with 92 action items across 6 pillars. These action items are directed to Federal, state, local, and tribal law enforcement, government, school systems, and local communities.

But what about you? In this deck, you'll find activities from each of the 6 pillars that can be initiated by individuals in their communities.



1. Trust



3. Technology



5. Education



2. Oversight



4. Community



6. Safety

How do I use it?

These cards are intended to inspire individuals to begin the conversations that lead to concrete actions to address issues facing their communities.

Flip through the deck on your own, grab some friends, or organize a meeting in your community to get started. We've also included some blank cards for you to create your own actions.

“Ground Rules”

The topics discussed are often sensitive and matter deeply to all of us. Agreeing on ground rules can help maintain an environment where everyone feels that they can speak honestly and have a productive conversation.

Here's a list of commonly used ground rules for conversations. Take ten minutes to discuss these with your group and give all individuals the opportunity to add to or adapt this list. It can help to post these in the room or provide a handout.

- 1. Assume that everyone participating has good intentions.**
- 2. Listen actively -- respect others when they are talking. (Refrain from side conversations and using your phone during discussions.)**
- 3. Be conscious of body language and nonverbal responses -- they can be as disrespectful as words.**
- 4. Speak from your own experience instead of generalizing ("I" instead of "they," "we," and "you").**
- 5. Do not be afraid to respectfully challenge one another by asking questions, but refrain from personal attacks -- focus on ideas.**
- 6. Participate to the fullest of your ability -- community growth depends on the inclusion of every individual voice.**

Community Conversation Guide

Interested in hosting a conversation among friends or a group in your community? This card can help you get started. Adapt it for your own community and its goals!

#1

Find a group that's interested in learning more and taking action!

It may be members of your organization, people on your block, members of your church, law enforcement, local government, parents at your child's school, youth in your community, or a mix of all of the above!

Set a time and location for a casual meeting.



#2

When people arrive, introduce yourself, and have the group go around and do introductions.

Start the conversation by agreeing on ground rules (the "Rules" card can help) and how the meeting will work.

After setting the stage, allow individuals to share their concerns or why they are attending the meeting.



#3

If your group is large, break everyone up into small discussion groups (the "Small Group Conversation Guide" can help).

Give each individual or group a deck of cards and any resource materials.

Set a time limit, and by the end of this section, ask each individual or group to select the cards they feel are most relevant to the community.



#4

Have each individual or one member of each group bring their cards up to the front of the room to share.

Have a discussion where the group decides which actions they would like to move forward with.

Spend the last section of time identifying someone to own each action and how your group would like to move forward with next steps.



Small Group Conversation Guide

In this deck, you'll find a number of cards that describe actions that can be initiated by community members like you. Use these instructions to explore the deck with your group, and adapt them to suit your group's needs.

#1

Divide up the cards amongst your small group members.

Take some time to scan the cards, and then pass and share them with your group.

Think about which actions might be most applicable to your community.



#2

Have each group member share their top 1 or 2 actions. Each member can explain why they selected these actions and their importance for your community.

It might be helpful to lay the cards out so all group members can see the deck.



#3

As a group, identify if there are any actions that multiple members selected.

Take time to discuss the other actions individuals selected.

Use the "How can I start?" section on the cards to consider how these could be feasible and relevant for your community.



#4

Begin to discuss the cards that your group thinks are most important and could be used to generate action now.

Select the actions you would like to share with the larger group for discussion.





Trust

Create a community survey

Add a new layer to law enforcement performance:
create a tool to measure individual perspectives on
relevant topics in your community

1



Trust

Create a community survey

How can I start?

Discuss: What issues are most important to members of your community? What is important to have their “pulse” on?

Discuss: Who do you want to learn from? Are there particular neighborhoods/age groups?

Discuss: When (at what time) and how (in what way) is it best to connect with members of your community?

Connect: Consider working with a researcher in your community. Think about which institutions or universities in your area may have people available to help!

Community Example

The Chicago (IL) Police Department is working with the University of Illinois at Chicago to mail a police-community interaction survey to every person who was stopped for traffic violations or was a victim of a crime excluding sexual assault.

Appendix C: Sample Community Surveys from COPS Office:

<http://www.theiacp.org/portals/0/pdfs/buildingtrust.pdf>



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Trust

Establish a community advisory board

Create a community-led organization that calls upon diverse voices and experts to proactively provide input to your local law enforcement



Trust

Establish a community advisory board

How can I start?

Discuss: What current policies or issue areas are of high priority to your community for engagement with law enforcement?

Discuss: What groups already exist in your community that you want to be sure are represented?

Discuss: What groups / areas of expertise do law enforcement not hear from?

Brainstorm: Are there meetings or forums (town halls, city council meetings, online forums, etc.) that your advisory board can use to connect people?

Community Example

In New Orleans (LA), the Police Community Advisory Boards (PCABs) provide an avenue for community members to give feedback and recommendations to each of the eight police districts.

[http://www.nola.gov/neighborhood-engagement/projects/new-orleans-police-community-advisory-board-\(pcab\)/](http://www.nola.gov/neighborhood-engagement/projects/new-orleans-police-community-advisory-board-(pcab)/)



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Trust

Ask law enforcement to share data

Create a list of data sets and other information your community would like the local law enforcement to regularly release about their activities in your community



Trust

Ask law enforcement to share data

How can I start?

Research: What data does your law enforcement share? Is it in a useful format? Is it updated often?

Research: What actions have local officials taken towards releasing law enforcement data? What are other cities in your state doing? What are the most open and transparent law enforcement bodies doing that are relevant for your community?

Create: Make a prioritized list of information / data release steps for your law enforcement.

Connect: Partner with local organizations, such as a newspaper, to work with city officials and officers to begin taking these actions.

Community Example

When the Seattle (WA) Police Department did not have the technical capacity to respond to information requests, a community hackathon was organized in which seven teams (made up of individuals ranging from Microsoft employees to a fisherman with a video hobby) developed solutions and recommendations.

<https://publicsafetydataportal.org/>



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Help your community decipher data

With law enforcement sharing more and more data, there is a need to help communities make sense of this information and present it in a relevant and understandable way



Trust

Help your community decipher data

How can I start?

Discuss: What issues are most prevalent in your community? What do people care about knowing?

Research: What data sets related to these issues are released by your local law enforcement? How do they currently present this information?

Brainstorm: How do people in your community access or look for information (websites, community events, local papers, etc.)? How could you put information about the local law enforcement here?

Create: Can you create easy-to-digest visuals or dashboards to “decipher” the numbers? Is it accessible in the necessary languages? For those with disabilities?

Community Example

In December 2015, the Southern Coalition for Social Justice launched [OpenDataPolicingNC.com](https://www.projectcomport.org/). It aggregates many public data sets to publish up-to-date stop, search, and use-of-force data—broken down by race and ethnicity—for every police department and police officer in the state of North Carolina in a easy-to-use and incredibly visual way.

<https://www.projectcomport.org/departments/IMPD/>



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Trust

Create a diversity report

Create a report comparing the makeup of your local law enforcement to the makeup of your community; identify groups that are not well represented on the force



Trust

Create a diversity report

How can I start?

Research: What is the existing demographic breakdown of your community and law enforcement? Are there particular groups underrepresented in the force?

Research: Find information on your officers' current model of recruiting, retaining, and promoting officers and staff.

Brainstorm: Work with community members to create a list of suggestions of how the current practice can be improved to generate a more diverse pool of officers and enforcement staff.

Engage: Create opportunities for the community and law enforcement to discuss tactics that are most effective to recruit and retain a diverse staff.

Community Example

In 2013, the Fairfax County Police Department (VA) launched the Council on Diversity Recruitment to address diversity gaps and ensure that the department reflected the community they served.

<https://www.justice.gov/crt/case-document/file/900761/download>



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Develop a civilian oversight body

Community Review Boards, Civilian Complaints Offices, and other civilian governance systems can provide oversight and review of law enforcement activities



Develop a civilian oversight body

How can I start?

Research: What types of external review of your law enforcement currently exists? Are civilians currently engaged in providing formal feedback to law enforcement officials?

Discuss: What type of body is appropriate for your community's context? What should their role and scope look like?

Discuss: What type of representation should the board have?

Connect: It can be effective to engage law enforcement and local government early in the discussion of how these bodies are created – who should be involved?

Community Example

The Newark (NJ) City Council created a Civilian Complaint Review Board, an 11-member council that collects and investigates concerns regarding the police department. The board's mandate also includes review of disciplinary decisions and the department's policies and practices.

<https://www.ncjrs.gov/pdffiles1/nij/184430.pdf>



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Provide local law enforcement with your community's priorities for updating their policy on the use of force



Inform a use of force policy

How can I start?

Research: Is information regarding your law enforcement's use of force policy public? What are their current practices and training for officers on this subject? What data is available? Do officers receive de-escalation training?

Discuss: What is your community's perspective on how this policy should be updated or changed? What are other communities doing that seems right for your context?

Draft: Begin to write up your recommendations.

Share: Who are the organizations or local officials in your community to discuss your draft with and who can help connect with law enforcement?

Community Example

The San Francisco (CA) Police Commission unanimously approved a use of force policy that restricts officers' behavior and puts a greater emphasis on using less force. The plan was ultimately the result of a compromise between police union officials, and community members.

<https://nij.gov/topics/law-enforcement/officer-safety/use-of-force/Pages/welcome.aspx>



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Provide local law enforcement with a community-endorsed list of military-style equipment that should not be used in your community or only used in specific situations



Create a prohibited items list

How can I start?

Research: What equipment does your local law enforcement possess? Have they acquired equipment through the DOD 1033 program?

Discuss: Reach out to experts and groups that can explain what equipment is necessary (and why) for local law enforcement. Consider items your community is not comfortable with.

Draft: List prohibited items or items requiring special controls. Are there items that should be returned to the military or federal government?

Share: Who in your community should you discuss your proposed list with and who can help connect with law enforcement?

Community Example

In an effort largely led by high school students and community members, the Strategy Center in Los Angeles (CA) worked with the Los Angeles Unified School District and Los Angeles School Police Department to return all military-grade weapons to the Department of Defense.

<https://www.nij.gov/journals/267/pages/use-of-force.aspx>



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Develop a research priority list

Identify the most pressing law enforcement topics in your community that could be informed by community research and proven innovative practices



Oversight

Develop a research priority list

How can I start?

Discuss: What are the issues where community members don't have enough information to make an informed decision?

Brainstorm: What questions, if answered, would have immediate impact (identification procedures that minimize or eliminate implicit bias, interaction with sexual assault victims, needs of particular sub-populations, etc.)?

Research: What government grants are available for supporting your community's work in this space?

Connect: Who are the local academic and practitioner experts to partner with in your area?

Community Example

The Palos Park (IL) Police Department is adopting policies recommended to improve the fair and just treatment of LGBT populations.

<https://www.ncjrs.gov/pdffiles1/nij/grants/237968.pdf>

<https://nij.gov/topics/law-enforcement/documents/research-workshop-summary.pdf>



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Design an easy-to-understand written consent form (for searches) and user guide for law enforcement



Create a written consent form

How can I start?

Research: What is your local law enforcement's current policy on seeking consent or identifying probable cause (and communicating this) during a search?

Brainstorm: How can individual rights be described and presented to someone looking at a consent form? Are there visual representations or clearer ways to describe legal concepts?

Discuss: What would a constructive conversation look like between an officer and a civilian in a search situation? What could a guide for officers look like on how to use and present the consent form?

Community Example

The City of Austin (TX) requires that officers ask drivers for permission prior to consent searches. Drivers must give such permission in writing for a consent search. (Officers may conduct non-consent searches if there is probable cause.)

www.americanbarfoundation.org/publications/284



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Encourage your law enforcement to establish policies (that are open to the public) mandating the use of external and independent criminal investigations



Support independent investigations

How can I start?

Research: Are there state and/or local laws that mandate the use of external and independent criminal investigations of police misconduct? If so, what are the limits of those laws?

Research: What resources are available to assist your police force on using external and independent criminal investigations of police misconduct?

Connect: Are there organizations in your community or state working on this challenge to coordinate reaching out to law makers and law enforcement with?

Community Example

Wisconsin law requires that all state and local law enforcement agencies have a written policy for the investigation of officer-involved deaths. The law mandates that at least two investigators must conduct the investigation, "neither of whom is employed by a law enforcement agency that employs a law enforcement officer involved in the officer-involved death."

<https://fas.org/sgp/crs/misc/R43112.pdf>



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Support independent prosecutors

Encourage your law enforcement to establish policies (that are open to the public) mandating the use of external and independent prosecutors



Support independent prosecutors

How can I start?

Research: Are there state and/or local laws that mandate the use of external and independent prosecutions of police misconduct? If so, what are the limits of those laws?

Research: What resources are available to assist your police force on using external and independent prosecutions of police misconduct?

Connect: Are there organizations in your community or state working on this challenge to coordinate reaching out to law makers and law enforcement with?

Community Example

Connecticut passed a law in 2015 to mandate that cases involving fatal police encounters "be assigned to investigators from outside the officer's jurisdiction." Connecticut previously had a law giving the state's attorney the authority to appoint a prosecutor from another district in police shooting cases.

https://www.americanbar.org/content/dam/aba/images/abanews/aba-ldf_statement.pdf



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Design an easy-to-read card with an officer's full name, rank, command, and other relevant information to provide to community members when they interact



Create officer business cards

How can I start?

Brainstorm: What identifying information about officers is relevant to community members? Will people understand titles and roles?

Discuss: What information or other resources should be included (such as a method for asking questions or providing feedback)?

Research: How can you connect with law enforcement to get officer or other staff information to include on the cards?

Connect: Are there local artists or art students who could help with the visual design?

Community Example

In 2009, Portland (OR) began requiring that law enforcement officers distribute business cards on every official interaction with the public.

<http://policecomplaints.dc.gov/sites/default/files/dc/sites/office%20of%20police%20complaints/publication/attachments/5.20.15%20FTID%20Policy%20Recommendation%20FINAL.pdf>



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Form a technology working group

Form a group to work with your law enforcement as they consider how various technologies can best be used in your community

Form a technology working group

How can I start?

Brainstorm: What recommendations could you make to your local law enforcement about which social media channels are most relevant for your community members?

Discuss: What changes would you make to your local law enforcement's website?

Discuss: How could your working group assist in law enforcement's rollout of new technology such as body-worn cameras, red light cameras, or seeking community member crime tips?

Research: Do you know the various ways that your department uses technology to police your community: body worn cameras, license plate readers, stingrays, etc.?

Community Example

In Alhambra (CA), community members presented research that found Chinese residents had the weakest connections to their community. To address this issue, the local police force became the first to launch a Weibo (Chinese social media) account to connect with Chinese-speaking residents. The forum now has 12,000 followers in a community of 30,000.



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Provide your law enforcement department with an evaluation process during the implementation of a new technology to support policy development

How can I start?

Research: Explore whether law enforcement evaluates the use of new technology and related policies within your community.

Research: Find out what resources are available to help evaluate new technologies - local experts and organizations that may be able to help.

Brainstorm: Create a list of ways that law enforcement can incorporate community concerns into their research on and adoption of new technology.

Share: Work with your law enforcement force to generate a list of policies and best-practices to continue to consider community concerns with respect to the use of technology

Community Example

The Camden (NJ) County Police Department released a draft body-worn camera policy on February 1, 2016. The police department then partnered with the NYU School of Law's Policing Project and Mayor's Office to solicit feedback on the draft policy for a month and a half.

<https://www.bja.gov/bwc/pdfs/BWCImplementationChecklist.pdf>



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Organize a youth “hackathon”

Convene young people at an event where they can help to solve problems without having to join a recurring commitment

Organize a youth “hackathon”

How can I start?

Discuss: In what areas could your local law enforcement use some extra capacity? (Data visualization, data cleansing, website updates, “App” building, communications and outreach, etc.) You could even begin by reaching out to your local law enforcement to ask where they need help!

Brainstorm: What local middle school and high school programs exist to tap for interested young people? (Computer classes, coding clubs, after school programs, service-learning programs, etc.)

Organize: Plan a day or two event in which young people are either presented with a challenge or able to help define a goal, support of mentors and experts, and creative space to problem solve and build.

Community Example

The City of New Orleans (LA) Police Department released four data sets in July 2015. Operation Spark, a nonprofit, organized a group of 15 young coders and their tech mentors to clean data, help make sense of it for others, and build tools such as an app that visualizes 911 call data.

<http://home.chicagopolice.org/hackathon/>
<https://marsdd.makes.org/thimble/LTE1MzE3MDcxMzY=/youth-hackathon-playbook>



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Make a document to help community members understand their rights and plan peaceful and safe public demonstrations

How can I start?

Discuss: Identify the areas of the law where members of the community could be better informed, including First Amendment Rights.

Discuss: How have demonstrations gone in the past? What worked well? What caused challenges?

Brainstorm: What types of specific improved outcomes would be most important to your community members?

Research: What are the specific regulations, policies, or other details of public demonstrations (such as permits and registration) that are specific to your community?

Community Example

In an effort to proactively plan for the safety of their community, protect freedom of speech, and generate an empowering environment, UC Irvine (CA) provides a peaceful demonstration guide for the campus and community.

<https://aisc.uci.edu/students/FreeSpeech.pdf>



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Recommend productive ways for law enforcement to engage with community members in a productive, social context

How can I start?

Research: In what ways does your local law enforcement currently conduct community outreach? Is it productive and well received?

Discuss: What neighborhoods / particular communities could most benefit from a positive interaction with law enforcement officers?

Brainstorm: What are the right types of activities for this community? What environment / venue would be most positive?

Connect: Reach out to officers to understand how they currently think about community engagement, and what timing, format, and other details enable officers and staff to participate.

Community Example

Boston Police Commissioner William Evans says, “I think we’re the only police department in the country with an ice cream truck. When the truck shows up, the kids love it and our officers love it too because it gives them a platform and an opportunity to engage and interact with our city’s young people in a positive, productive way.”

<http://www.nationalpal.org/>



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Design a program that matches officers and first responders with volunteer peer support counselors to help respond during crisis

How can I start?

Brainstorm: What specific populations or particular crisis situations could benefit from increased understanding from first responders (ex. domestic abuse victims, home fires)?

Discuss: How can you recruit individuals to train and volunteer as a peer counselor?

Connect: Work with law enforcement to develop training and guidelines for the program – where could be a safe place to initially pilot a pairing? What training or briefing will peers need first?

Create: Generate a peer counselor directory to be shared with law enforcement.

Community Example

The Virginia Department of Emergency Management helps to pair local emergency response organizations with community response teams to support law enforcement interactions with child abuse sexual assault victims.

http://www.ovc.gov/publications/infores/pdftxt/VwD_FirstResponse.pdf

<https://www.virginia.gov/services/join-a-community-emergency-response-team/>



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Develop a forum for young people to actively engage and interact with law enforcement



Create a youth advisory board

How can I start?

Brainstorm: Choose neighborhoods, schools, or specific youth populations (at-risk, LGBT, young women, etc.) to engage.

Discuss: Make a plan to enable young leaders to build and run the board on their own, to ensure that their specific voices and concerns can be heard.

Discuss: What community leaders are best suited to facilitate and advise the youth advisory board? Get youth input on recruitment of the right types of mentors that would excite and motivate them.

Connect: Work with law enforcement to develop opportunities to be involved with the program.

Community Example

The Houston (TX) Youth Police Advisory Council (YPAC) was created in 1997, recognizing that teenagers are often overlooked as a source of insightful. The first of its kind in the nation, the primary function is to promote trust and understanding between law enforcement and youth.

<http://mpdc.dc.gov/page/youth-advisory-council-yac>



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Collaborate with law enforcement to set up meetings where community members can interact and help influence programs and policies

How can I start?

Research: How does your law enforcement currently connect with your community (forum, timing, outreach, etc.)? Is there opportunity for back-and-forth conversation?

Research: What resources or expertise are available to assist law enforcement on regularly meeting with the community? Could it be something as simple as providing the physical space? What challenges do they hope to discuss with the community? What does the community want to discuss?

Collaborate: Consider the role of different groups such as neighborhood residents, faith leaders, and business leaders. How could various community members benefit from these meetings?

Community Example

The City of Redlands Police Department (CA) holds regular town-hall meetings and forums with its police chief in an effort "to promote citizen involvement." These town hall meetings are often televised on local news.

<https://cops.usdoj.gov/Default.asp?Item=2468>



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Collaborate with law enforcement, community members, and schools to use alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions



Engage youth in decision making

How can I start?

Research: Does your law enforcement use alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions?

Research: What resources are available to assist law enforcement on using alternative strategies that involve youth in decision making?

Brainstorm: How can you work with law enforcement to use alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions?

Community Example

The Los Angeles (CA) Youth Justice Coalition's "LA For Youth" Campaign in California is led by young people, teachers, families, and community activists to urge the city to invest one percent of its law enforcement budget on a Youth Development Plan.

https://cops.usdoj.gov/html/dispatch/06-2015/redefining_police_youth_relationships.asp



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Collaborate with school officials to encourage alternatives to student suspension and expulsion



Improve discipline in schools

How can I start?

Research: What are your school district's current disciplinary practices for elementary, middle, and high school students?

Research: What is local law enforcement's protocol for connecting with school officials when students are involved in an incident?

Discuss: Are there specific populations that could benefit from alternative discipline? (for example, in-school activity vs. out-of-school suspension)

Brainstorm: Create a list of proven alternative discipline strategies and identify those that might work well in your community.

Community Example

The City of Miami (FL) ended out-of-school suspensions last year, opting instead to focus on character development by keeping kids in class or redirecting them to in-school disciplinary programs.

<http://www2.ed.gov/policy/gen/guid/school-discipline/index.html>



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Increase transparency and improve training by proactively identifying how community members can attend and engage in training alongside law enforcement officers



Join law enforcement trainings

How can I start?

Discuss: What areas of training that law enforcement receive could be best influenced by connection with their community?

Brainstorm: Create a list of principles for cultural competency in your community – what do officers need to do know about the traditions, culture, and norms in your community?

Discuss: What specific populations (non-English speaking, LGBT, Muslim, etc.) could benefit from additional understanding from law enforcement?

Connect: Work with experts to integrate insights into practical applications (ex. how should officers address specific community members?)

Community Example

The New Jersey Chapter of NAACP worked with the New Jersey State Police Department to conduct a scenario-based firearms simulation training and included community members as participants.

<https://www.bja.gov/bwc/pdfs/Procedural-Justice-and-Police-Legitimacy-Paper-CPSC-Feb-2015.pdf>



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Make a simple checklist to set expectations for fair interactions with law enforcement



Create a procedural justice checklist

How can I start?

Discuss: What types of situations are most in need of a transparent, clear checklist for how law enforcement should incorporate principles of procedural justice?

Discuss: How can you get feedback from community members on what their expectations of law enforcement are?

Discuss: How can you merge this feedback with input from law enforcement on their requirements for process and safety?

Brainstorm: In what format and forum should this checklist exist?

Community Example

The Chicago (IL) Police Department partnered with professors at Yale Law School to create a one-day training for line officers and command staff to teach them how to implement procedural justice principles into routine public interactions.

<https://www.bja.gov/bwc/pdfs/Procedural-Justice-and-Police-Legitimacy-Paper-CPSC-Feb-2015.pdf>



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Provide law enforcement with a list of high-quality trainings you would like prioritized for officers and staff to complete



Create a training priority list

How can I start?

Brainstorm: What types of trainings might be useful for both individuals and law enforcement?

Discuss: What resources might be useful in designing and implementing a training? Are there local community leaders and experts, non-profits or advocacy organizations to engage?

Research: Find trainings that have proven to be effective at improving specific outcomes.

Share: Have a plan for following up with law enforcement and community members after to create a list of next steps and lessons learned.

Community Example

In January, the City of Chicago (IL) announced that it would require that all police department officers and supervisors undergo training on mental health awareness and de-escalation. The city also directed the Office of Emergency Management and Communications to better train 911 operators in crisis intervention.

<https://cops.usdoj.gov/training>



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Host a training on implicit bias

Connect with local experts or organizations to design and run a joint training for both law enforcement and community members on subtle judgments, behaviors or attitudes we can all exhibit



Host a training on implicit bias

How can I start?

Brainstorm: What are ways that bias may impact law enforcement decision making?

Discuss: What resources might be useful in designing and implementing a training? Are there local community leaders and experts, non-profits or advocacy organizations to engage?

Research: Find trainings that have proven to be effective at improving specific outcomes.

Share: Have a plan for following up with law enforcement and community members after to create a list of next steps and lessons learned.

Community Example

In 2015, the New Jersey chapter of the NAACP hosted more than 150 state police officers for voluntary training on "fair and impartial policing," which focused on implicit biases.

<https://www.justice.gov/opa/file/871121/download>

<http://kirwaninstitute.osu.edu/wp-content/uploads/2014/03/2014-implicit-bias.pdf>



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Host a training on crisis intervention

Connect with local experts or organizations to design and run a joint training for both law enforcement and community members on diffusing potentially hostile situations at the earliest possible moment



Host a training on crisis intervention

How can I start?

Brainstorm: What are the situations when crisis intervention training will be helpful?

Discuss: What resources might be useful in designing and implementing a training? Are there local community leaders and experts, non-profits or advocacy organizations to engage?

Research: Find trainings that have proven to be effective at improving specific outcomes.

Share: Have a plan for following up with law enforcement and community members after to create a list of next steps and lessons learned.

Community Example

In Memphis (TN) a Crisis Intervention Team program - a partnership between the University of Memphis, local law enforcement, and the community - has helped to reduce the use of force and officer injuries have dropped 80% across the board when responding to mental health calls.

<http://scholarcommons.usf.edu/cgi/viewcontent.cgi?>

[article=1547&context=mhlp_facpub](http://scholarcommons.usf.edu/cgi/viewcontent.cgi?article=1547&context=mhlp_facpub)



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Create a community cares initiative

Identify opportunities and resources from the community to share stories and actively engage in efforts to support law enforcement well-being

Create a community cares initiative

How can I start?

Discuss: What wellness issues threaten officer well-being and safety in your community?

Discuss: How could community members be made more aware of the challenges faced by law enforcement?

Brainstorm: How could community initiatives that have been developed for Service members, Veterans, and their families be adapted for law enforcement officers?

Brainstorm: What types of community awards could officers be nominated for and presented with (“Most Trusted,” “Kids Choice,” etc.)?

Community Example

The Dallas (TX) Police have tested the use of providing first aid kits and training every officer with the skills to properly use them. The result is that officers are saving lives (of officers, victims, and suspects) in critical situations.

https://cops.usdoj.gov/html/dispatch/06-2014/preventing_officer_suicide.asp



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Convene a seminar on officer health

Organize a public seminar open to the community on health and wellness challenges facing law enforcement and their families



Wellness

Convene a seminar on officer health

How can I start?

Research: Learn more about the challenges affecting law enforcement and their families – what topics might benefit from more public awareness? Are there any topics that may also be of interest to community members?

Brainstorm: Make a list of local experts that might deliver a seminar or training to the public. Consider partnering with a university or non-profit.

Discuss: What type of seminar / training format might be most constructive ?

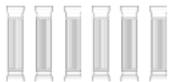
Community Example

Communities in western Virginia have recently held several meetings between local police departments, faith leaders, and surrounding communities to foster greater dialogue and understanding between law enforcement and the communities they serve.

<https://cops.usdoj.gov/Default.asp?Item=2844>

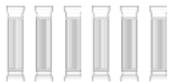


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Action: _____

Description:



Action: _____

How can I start?

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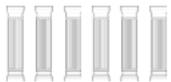
4:

Community Example



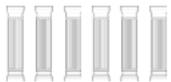
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Action: _____

Description:



Action: _____

How can I start?

1:

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Community Example



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