



ATTORNEY GENERAL'S COMMUNITY POLICING REPORT

Summarizing the Attorney General's Community Policing
Tour and the Department of Justice's Regional Justice Forums



2015-2016

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Letter from the Attorney General

Dear Colleagues,

One of my top priorities as Attorney General of the United States has been to help repair the relationship between police officers and the communities they serve and protect. This work began as soon as I took office: I was sworn in on the day of Freddie Gray's funeral in Baltimore, Maryland, a traumatic event that set off waves of protest and unrest. On my first trip as Attorney General, I traveled to Baltimore. Beneath the prevailing fear and mistrust, I detected something far more inspiring: a common spirit of resilience and a shared desire for peace and unity expressed by law enforcement officers and citizens alike. These encounters confirmed my deep belief that the ideals that unite us are far stronger than the conflicts that divide us. And they convinced me that by bringing together police officers, civic leaders, and citizens across the country, we could begin to find common ground and develop solutions, community by community. This is community policing: the recognition that law enforcement cannot solve public safety problems alone. Based on what I saw and heard in Baltimore, I soon launched the Attorney General's Community Policing Tour.

Beginning in May 2015, this tour took me to 12 cities around the country. At each stop, I spoke with law enforcement officers, community members, young people, and local leaders. In jurisdiction after jurisdiction, I learned about innovative training programs, officer safety and wellness initiatives, efforts to improve data collection and transparency, and community-led programs to help officers and civilians get to know each other as partners and neighbors—the kind of cutting-edge work endorsed by the landmark 2015 report of the President's Task Force on 21st Century Policing.

Above all, I found the same spirit of determination that I first encountered in Baltimore. No one sought to minimize the problems at hand or the challenges ahead, but everyone understood that, by working together, a brighter future was possible.

But while the tour was drawing to a close in the summer of 2016, the nation was jolted by a disturbing spate of officer-involved shootings, including the tragic deaths of Alton Sterling in Baton Rouge, Louisiana, and Philando Castile in Falcon Heights, Minnesota. While the country struggled to absorb these tragedies, our hearts were broken yet again by the appalling ambush murders of five police officers in Dallas, Texas and three other officers in Baton Rouge, Louisiana. In the wake of these tragic losses, President Obama convened civil rights leaders, activists, law enforcement, and federal officials in July for a candid, solutions-oriented dialogue about improving police-community relations. In support of that effort, that same month, I announced that the Department of Justice would also use its convening power to hold a series of regional Justice Forums to promote productive, community-based conversations in urban, suburban, and rural regions across the country.

Finally, in September 2016, the President proclaimed the very first National Community Policing Week. Throughout the week, the Department of Justice and several agencies across the Administration hosted events to honor and support the vital work so many municipalities, agencies, and organizations are doing to build and sustain stronger relationships between police and community.

This report reflects my belief that the ideas raised and perspectives shared during the Community Policing Tour, the Justice Forums, and Community Policing Week can help other towns, cities, and states make progress of their own. Of course, the Department of Justice recognizes that every community has different needs and different challenges, and so every community will have different solutions. This

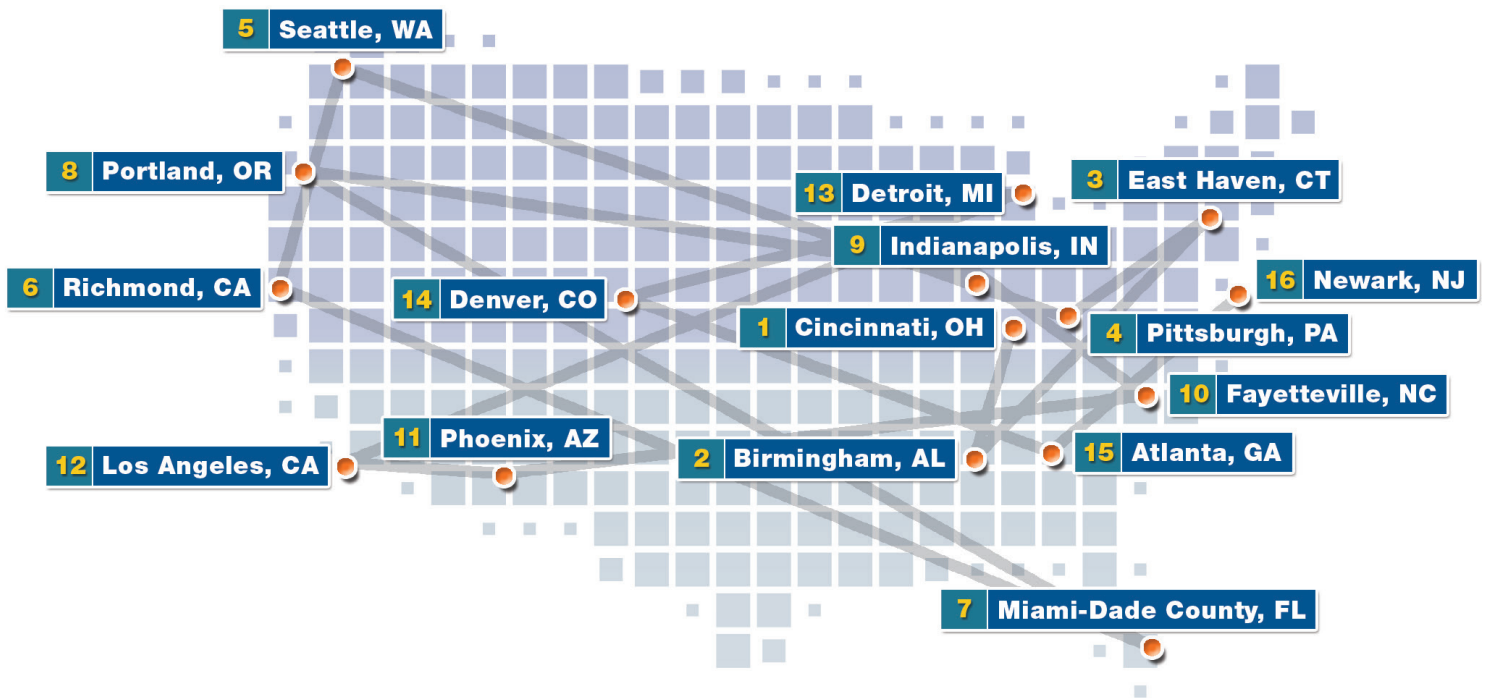
document is not meant to be a comprehensive, step-by-step guide, but, rather, a useful blueprint—a window into what citizens across the nation are doing to build stronger bonds between police and the people they serve. I hope that this report will help start conversations, inspire ideas, and foster cooperation in communities from coast to coast—so that, together, we can continue our work toward a stronger, a safer, and a more united nation.

Sincerely,

A handwritten signature in blue ink that reads "Loretta E. Lynch". The signature is fluid and cursive, with the first name being the most prominent.

Loretta E. Lynch

Attorney General of the United States



2015-2016 ATTORNEY GENERAL'S COMMUNITY POLICING TOUR LOCATIONS

“

For many people across the country, the tragic death of Freddie Gray and the violence that followed has come to personify the city, as if that alone is Baltimore. But earlier this week, I visited with members of the community who took to the streets in the days following the violence to pick up trash and to clear away debris—and they are Baltimore. I visited with elected officials who are determined to help the neighborhoods they love come back stronger and more united—and they are Baltimore. I visited youth leaders who believe that there's a brighter day ahead—and they are Baltimore too. I visited with law enforcement officers who had worked 16 days without a break, and were focused not on themselves or even their own safety, but on protecting the people who live in their community. They, too, are Baltimore.

— Attorney General Loretta E. Lynch

”

Introduction

ON APRIL 27, 2015, Loretta E. Lynch was sworn in as the 83rd Attorney General of the United States. That same day, in Baltimore, Maryland, Freddie Gray, who died from injuries sustained while in the custody of the Baltimore Police Department, was laid to rest. By then, the city of Baltimore had already endured a week of demonstrations, protests, and civil unrest in the wake of Mr. Gray's death; the Governor of Maryland had declared a state of emergency for the city and deployed the Maryland National Guard. People across the country and around the world bore witness to the frustration and pain of Baltimore residents, which both reflected and intensified the growing national debate about police practices in the United States. Immediately upon assuming office, Attorney General Lynch identified improving relationships between police and communities as one of the top priorities of her tenure.

The community policing mission of the U.S. Department of Justice (DOJ) is primarily carried out by the Office of Community Oriented Policing Services (COPS Office), the Office of Justice Programs (OJP), and the Civil Rights Division (CRT). The COPS Office and OJP provide critical support and technical assistance to law enforcement agencies seeking to improve their policing practices, while CRT maintains a robust docket of enforcement investigations and actions. Over the past three years, building on that expertise developed in the COPS Office, OJP, and CRT, the Department's community policing work has been anchored by three significant initiatives: contributions to the President's Task Force on 21st Century Policing (2014–15); the Attorney General's Community Policing Tour (2015–16); and DOJ's Regional Justice Forums (2016).

Task Force on 21st Century Policing. On December 18, 2014, President Barack Obama signed an Executive Order establishing the President's Task Force on 21st Century Policing, charging this body of experts with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. The task force submitted its final report to the President in May 2015, highlighting recommendations that provide meaningful solutions to help law enforcement agencies and communities strengthen trust and collaboration, while ushering the nation into the next phase of community-focused policing.



The *Final Report of the President's Task Force on 21st Century Policing* is organized around six pillars:

- 1. Building Trust & Legitimacy:** Promoting trust and ensuring legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.
- 2. Policy & Oversight:** Developing comprehensive and responsive policies on key topics while also implementing formal checks/balances and data collection/analysis.
- 3. Technology & Social Media:** Balancing the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring.
- 4. Community Policing & Crime Reduction:** Encouraging the implementation of policies that support community-based partnerships in the reduction of crime.

5. Training & Education: Emphasizing the importance of high-quality and effective training and education through partnerships with local and national training facilities.

6. 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 office injuries.

Community Policing Tour. The week after she was sworn in, Attorney General Lynch traveled to Baltimore to hear directly from members of the community. Through engaging civilian residents, uniformed police officers, local officials, and community activists alike, the true character of Baltimore—a city with a proud and vibrant history despite its struggles—was revealed. That visit sowed the seeds for the Attorney General's Community Policing Tour, inspiring the idea for the Attorney General to travel to diverse

“ Particularly over the last year, we have all seen how relationships between communities and law enforcement can grow strained and how longstanding, deeply rooted tensions can erupt, making it difficult for conscientious officers to perform their critical responsibilities effectively and challenging the ability of residents—particularly in communities of color that have been impacted and shaped by a long and painful history of discrimination—to feel safe and protected in their own neighborhoods. That's why over the last few months I have been meeting with community leaders and law enforcement officials to further ongoing discussions about how we can create stronger, safer, more united communities. ”

— Attorney General Loretta E. Lynch

jurisdictions nationwide to listen, to learn, and to highlight examples of successful community policing. The goal was to visit places where law enforcement and members of the community have come together in creative, lasting partnerships that make their communities safer and more secure.

The Attorney General visited 12 jurisdictions during her two-phase tour. Phase I focused on jurisdictions—many with a history of strained relations between residents and police—that were undertaking significant innovative and collaborative initiatives to advance public safety, strengthen police-community relations, and foster mutual trust and respect between law enforcement and the communities they serve. During phase I, the Attorney General traveled to Cincinnati, Ohio; Birmingham, Alabama; East Haven, Connecticut; Pittsburgh, Pennsylvania; Seattle, Washington; and Richmond, California. Phase II was structured thematically, pegged to the six organizing pillars in the recommendations from the President’s Task Force on 21st Century Policing. During phase II of the tour, the Attorney General visited Miami-Dade County, Florida; Portland, Oregon; Indianapolis, Indiana; Fayetteville, North Carolina; Phoenix, Arizona; and Los Angeles, California, with each site visit focusing on a particular pillar of the task force report.

Regional Justice Forums. In the summer of 2016, the public outcry over the deaths of Alton Sterling and Philando Castile, followed swiftly by the shooting of 14 police officers in Dallas, Texas, and three officers in Baton Rouge, Louisiana, led President Obama to convene a meeting of stakeholders and federal, state, and local officials at the White

House to generate solutions to the emerging crisis. Following this meeting, the Attorney General announced that she and other senior DOJ officials would host a series of Justice Forums across the country—to create a working group setting for local community leaders, youth advocates, law enforcement, and state and local officials to critically examine police-community issues in their respective cities and regions and seek practical solutions together.

The DOJ convened four Justice Forums: the Attorney General led forums in Detroit, Michigan, and Newark, New Jersey; Deputy Attorney General Sally Q. Yates led forums in Denver, Colorado, and Atlanta, Georgia. At each of these forums, the Attorney General and Deputy Attorney General were joined by the local U.S. Attorney and other Justice Department officials, including Assistant Attorney General Karol Mason of OJP, head of the Civil Rights Division Vanita Gupta, Director Ronald L. Davis of the COPS Office, and Paul Monteiro, head of the Community Relations Service (CRS).

Just as we celebrate and draw strength from the diversity of this nation, so too is our learning enriched by sharing a diversity of experiences. In that spirit, this report chronicling the community policing work of the DOJ highlights innovative localized approaches to policing that help foster close ties between officers and the people they are sworn to serve and protect. This report is not simply retrospective; it is meant to serve as a reference and starting point for communities or law enforcement agencies seeking to deepen their own commitment to community policing principles and practices.



PHASE ONE

ATTORNEY GENERAL'S COMMUNITY POLICING TOUR
2015-2016

1

Cincinnati, OH

Population: 298,550

Date: May 19, 2015

Hosts: Former U.S. Attorney Carter Stewart, Mayor John Cranley, Former Chief of Police Jeffrey Blackwell

CINCINNATI, OHIO, the “Queen City,” was the first stop for Attorney General Lynch. Cincinnati has been at the forefront of community policing discussions since the tragic officer-involved shooting death of Timothy Thomas in 2001. Mr. Thomas was the 15th unarmed Black man killed by a police officer in Cincinnati in a five-year span, and his death served as a flash point for the growing fear, anger, and frustration among communities of color in Cincinnati. The ensuing week of riots in the Over-the-Rhine neighborhood brought national attention to the friction between Cincinnati’s Black population and its police force.

“ I have no illusions that alleviating deeply ingrained mistrust will be easy; the challenges we face did not arise in a day and change will not come overnight. It will take time and sustained effort. But by looking to examples like Cincinnati...I am confident that we can create stronger, safer, more united communities. ”

— Attorney General Loretta E. Lynch





In 2002, the U.S. Department of Justice (DOJ) entered into a Memorandum of Agreement (MOA) with the city of Cincinnati that outlined the findings from the DOJ investigation into the Cincinnati Police Department’s use of force practices and sought “declaratory or equitable relief to remedy a pattern or practice of conduct by law enforcement officers that deprives individuals of rights, privileges or immunities secured by the Constitution or federal law.”¹ The MOA outlined the findings, recommendations, and terms of DOJ’s assistance and oversight in Cincinnati. The MOA was a document created through a unique process, and though it could not have been predicted at that time, the reform efforts in Cincinnati would ultimately become a critical test case for federal interventions seeking to catalyze police reforms.

1. *Memorandum of Agreement between the United States Department of Justice and the City of Cincinnati, Ohio, and the Cincinnati Police Department* (Cincinnati: U.S. Department of Justice, 2002), <http://www.cincinnati-oh.gov/police/linkservid/EA1A2C00-DCB5-4212-8628197B6C923141/showMeta/0/>.

Attorney General Lynch began her tour with a visit to Chase Elementary School, during which she observed the school’s Right to Read Program—a literacy initiative spearheaded by officers from the Cincinnati Police Department and students from the University of Cincinnati. Right to Read focuses on third graders, particularly because of strong evidence demonstrating that students who are not reading at a third-grade level are at an increased risk of facing academic hardships as they advance through their education.² By involving officers in the program, Right to Read allows officers and children a venue in which to form the relationships of trust that are the foundation of community policing.

“Over the course of this program, test scores among mentored children have risen,” said the Attorney General. “Initiatives like these help residents to form closer bonds with the men and women who wear the badge.” Meaningful dialogue between the community and the police begins once strong foundational relationships are in place. One of the goals of the Attorney General’s Community Policing Tour was to highlight Cincinnati officers who extended themselves “beyond the badge,” and the officers participating in the Right to Read program are sterling examples. Through their service “beyond the badge,” these dedicated officers are not only helping to improve educational outcomes for the students, but they are also building sustainable bonds with the next generation—the young people who will grow up to become mainstays of the community in years to come, the future homeowners, business leaders, teachers, and police officers of Cincinnati.

2. Joy Lesnick et al., *A Longitudinal Analysis of Third-Grade Students in Chicago in 1996–97 and their Educational Outcomes* (Chicago: Chapin Hall, 2010), https://www.chapinhall.org/sites/default/files/Reading_on_Grade_Level_111710.pdf.

“ It took a long time—five to ten years, by some counts—to get police to actually buy into the reforms. Nobody likes it when somebody comes into their workplace and tells them how to do their job. The changes Cincinnati adopted were nothing short of a complete turnaround in how the city approached incarceration, crime and its relationship with its residents. And to make sure they were adopted, the federal government had to apply constant pressure, reminding all parties involved about the need to stay vigilant about reform. ”

— Alana Semuels, “How to Fix a Broken Police Department,” *The Atlantic*, May 28, 2015, <http://www.theatlantic.com/politics/archive/2015/05/cincinnati-police-reform/393797/>

The Attorney General also met directly with rank-and-file officers from the Cincinnati Police Department to discuss community policing practices and to hear their suggestions and concerns. Attorney General Lynch concluded her Cincinnati visit with a Community Policing Roundtable, convening community leaders, youth, law enforcement, and city officials. “Every city,” she said, “deserves an outstanding, world-class police force that works alongside local residents to protect public safety. And every officer deserves the tools and support they need to do their jobs as safely and effectively as possible.” Just as the Roundtable served

as a forum to discuss how the Cincinnati police force and residents have worked together to heal the pain and unrest that shocked the city a decade and a half ago and created a positive path forward that can serve as an example to other communities, it was also a means for residents to understand the work that officers across Cincinnati are currently doing each day to protect their neighborhoods and their city. “It’s very easy for the cameras to show up when something’s on fire,” the Attorney General said, “but we also want them to see the work you’re doing day in and day out. Long after the cameras are gone, we will still be here with you.”

CINCINNATI HIGHLIGHT

Cincinnati has maintained a vibrant Citizen Complaint Authority (CCA), established in 2003 as a result of the Memorandum of Agreement and the Collaborative Agreement (CA) between the U.S. Department of Justice and the City of Cincinnati. The existence of a third party, outside the police department, to consider allegations of officer misconduct has come to be recognized as valuable by both the police and the communities they serve.

Establishment of Citizen Complaint Authority

<http://www.cincinnati-oh.gov/ccia/cca-established1/>

Memorandum of Agreement

http://www.cincinnati-oh.gov/ccia/assets/File/memorandum_of_agreement.pdf

Collaborative Agreement

<http://www.cincinnati-oh.gov/ccia/assets/File/Collaborative%20Agreement.pdf>

2

Birmingham, AL

Population: 212,237

Date: June 24, 2015

Hosts: U.S. Attorney Joyce Vance,
Mayor William A. Bell, Chief of Police A.C. Roper

BIRMINGHAM, ALABAMA, was a crucible of the Civil Rights Movement of the 1960s and has remained an important example not only of the struggles of the past but also of the work that has to be done to further improve policing in the 21st century. The Attorney General visited Birmingham to learn how a city with such deeply rooted and historic divisions has worked to honor the past while simultaneously fighting for a better future.

The Attorney General began her trip with a visit to the Birmingham Youth Citizens Police Academy (YCPA). Birmingham has hosted an annual Citizen’s Police Academy since the 1990s, but the youth initiative is a pilot program designed to help officers get accustomed to interacting directly with young people (ages 14–17) on a regular basis and helping those youths build personal relationships with officers as well as gain a deeper understanding of, and appreciation for, the roles and responsibilities of police officers. Through role-playing exercises and enlightening discussions with the youth participants, the YCPA creates a space for officers to step out from “behind the badge” in a significant way—an essential perspective for officers in departments looking to build strong ties in their communities.

Birmingham reported an increase in violent crime in 2015. To mitigate rising homicide rates, the Birmingham Police Department launched the Birmingham Violence Reduction Initiative (VRI) with the support of

John Jay College of Criminal Justice in New York. Based on Project Cease Fire in Boston, Massachusetts, the project is focused on targeted, pre-emptive interventions with community members at an increased risk of victimhood in the form of “call-ins”—parlay meetings between the police department and community members. The Attorney General met with officers involved in the VRI to hear from them about the challenges they face in a day on the beat and discuss officer safety and wellness, which are critical to sustaining robust and fair policing practices.





“ I cannot sit idly by in Atlanta and not be concerned about what happens in Birmingham. Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. ”

— *Dr. Martin Luther King, Jr., Letter from Birmingham Jail, August 1963*

Birmingham holds a singular place in the annals of the Civil Rights Movement in the United States. Efforts to desegregate the city were met with ongoing violent opposition: Between 1947 and 1956, more than 50 explosive devices were used against Black residents of Birmingham and desegregation activists.

While in Birmingham, the Attorney General visited the 16th Street Baptist Church and followed this visit with a tour of the Birmingham Civil Rights Institute (BCRI), a research center and museum whose mission is “to enlighten each generation about civil and human rights by exploring our common past and working together in the present to build a better future.”³

The Attorney General concluded her visit to Birmingham with a community policing convening with community members, police officers, and civic leaders at the Birmingham Civil Rights Institute. “The [U.S.] Department of Justice is committed to supporting you and your work at every step,” stated the Attorney General in her opening remarks, “which is why I am pleased that Birmingham is one of the six pilot sites for the National Initiative for Building Community Trust and Justice. The Initiative is a long-term effort to foster lasting ties and enduring trust between law enforcement officials and the citizens they serve. By focusing on three core concepts—advancing procedural justice, reducing implicit bias, and supporting reconciliation—the Initiative is intended to strengthen community policing, ensure that people are treated fairly, and put longstanding tensions and misconceptions finally to rest.” This convening provided an opportunity to highlight the great progress the Birmingham community has made in improving police-community relations, with community members and police officers working hand in hand to build a stronger, safer, and more unified city.

At the core of the Attorney General’s Birmingham visit was the reality that there is no one-size-fits-all solution to community policing issues.

3. “About BCRI,” Birmingham Civil Rights Institute, accessed July 6, 2016, <http://www.bcri.org/Information/AboutBCRI.html>.



In Birmingham, the Attorney General had the opportunity to see how a large southern city police department was handling issues by aggressively engaging with the community through mechanisms such as the Violence Reduction Initiative and the National Initiative for Building Community Trust and Justice. These initiatives allow the city to identify potential problems and solve them through true community policing approaches. The Attorney General also met with police chiefs from smaller departments in the area, during which time she learned about very different approaches used to address similar problems in smaller communities.

“ In order to keep healing the rifts that divide us, we must continue to work together, to be constructive and assume good faith on all sides and to seek out new ideas and fresh approaches. ”

— Attorney General Loretta E. Lynch

BIRMINGHAM HIGHLIGHT

During the YCPA visit, the Attorney General heard from youth who shared their past experiences with police officers, candidly commenting that many young people from minority or underserved communities can be particularly wary of police officers either because of personal experience or the personal experience of their family or friends. Participants also noted that, prior to participating in the YCPA, they were often hesitant to engage with officers whom they perceived as merely instruments of authority.

Many, however, also objectively understood and were deeply appreciative of the day-to-day dangers and personal risks that police officers face in the line of duty and the sacrifices too often made after they take the oath to protect and serve. Through the inspiring pilot YCPA, Birmingham police officers and youth now have a safe space and neutral ground wherein they can engage with each other in a nonconfrontational, open, and enlightening manner.

3

East Haven, CT

Population: 29,000

Date: July 21, 2015

Hosts: U.S. Attorney Deirdre M. Daly, Mayor Joseph Maturo, Jr., Chief of Police Brent Larrabee

In 2011, the U.S. Department of Justice (DOJ) announced the results of an investigation it had begun in **EAST HAVEN, CONNECTICUT**, in 2009 in response to allegations of biased policing against East Haven’s Latino population, unconstitutional searches and seizures, and use of excessive force. The findings revealed “that [the East Haven Police Department] engages in a pattern or practice of systematically discriminating against Latinos in violation of the Fourteenth Amendment to the Constitution, Title VI, and the Safe Streets Act.”⁴ DOJ determined that Latino residents were disproportionately selected for traffic stops and more likely to see both retributive actions in response to complaints filed against the department and breaches of procedure during traffic stops. DOJ also found that the police department documented traffic stops insufficiently, failed to train officers on bias-free policing, failed to hold officers accountable for misconduct, failed to provide language assistance to persons with limited English proficiency in interacting with the department, and violated individual consular notification rights.

4. Thomas E. Perez, Assistant Attorney General, Civil Rights Division, letter to the Hon. Joseph Maturo, Jr., Mayor of East Haven, Connecticut, December 19, 2011, https://www.justice.gov/sites/default/files/crt/legacy/2011/12/19/easthaven_findletter_12-19-11.pdf.



The settlement required implementation of

- bias-free policing;
- use of force reform;
- search and seizure reform;
- training for supervisors;
- officer misconduct investigation reform;
- supervision reform;
- community oversight.



“ Four years ago, the [U.S.] Department of Justice found that the East Haven Police Department was engaged in a pattern or practice of discriminatory policing against Latinos. In the years since, as a result of the consent decree and a clear commitment to change, this community has undergone a profound cultural shift. Police have embraced the challenge of earning back the confidence of the neighborhood [they serve]. Community members and leaders are reporting increased trust and positive relationships. And law enforcement officers are working not only to fulfill the terms of the agreement but [also] to make their department a model for the state. I could not be more proud of the important progress you have made. ”

— Attorney General Loretta E. Lynch

In November 2012, DOJ and the East Haven Police Department (EHPD) entered into a court-enforceable settlement agreement detailing reforms required to restore police legitimacy and uphold the civil rights of all residents of East Haven. The city and the EHPD rose to the challenge. The Attorney General selected East Haven as the third stop on her Community Policing Tour with the specific goals of examining how the city had made such tremendous progress in such a short span of time and highlighting the lessons learned from East Haven as examples for other jurisdictions experiencing similar challenges.

The Attorney General began her day at an EHPD roll call, meeting with line officers and supervisors to discuss the progress that had been made in the EHPD and with the community. Official monitoring reports showed consistent improvements in community perception of the police. They also indicated improved data collection and officer accountability within the police department and enhanced implementation of procedural justice—a fairness concept central to community policing.

The Attorney General later moved to a larger roundtable discussion with community members, faith leaders, and local government officials.

Following her visit with front-line officers, the Attorney General met with local middle school and high school students to discuss their interactions with, and hear their impressions of, law enforcement. The Attorney General was able to engage a roomful of reticent students in a discussion of their interactions with the police to better understand their concerns and fears. The conversation made clear that the EHPD needed to do more to engage with the young people in the community. To that end, the EHPD established a Citizens' Academy at which interested members of the community could get together and learn more about policing and the law. Guest speakers attend weekly sessions for several months at a time. The EHPD wants to do more with the youth, including a Police Athletic League and cadet program for high school internships, but has found it difficult to get the necessary funding. While a number of these ideas had been considered prior to the Attorney General's visit, the youth meeting further highlighted the grave need to bring these ideas to fruition and generated even more enthusiasm and commitment from EHPD regarding its youth outreach and engagement.

"I'm here in East Haven today," said the Attorney General, "because this town's leaders . . . have made clear your steadfast determination to collaborate, to innovate, and to move forward as one community. . . . All across Connecticut, law enforcement officials and civic leaders have been working collaboratively to make progress on a range of critical fronts. . . . These efforts collectively serve as a testament to the ingenuity and cooperative spirit of Connecticut's community leaders and law enforcement officials."

East Haven embraced the challenge of institutional reform and demonstrated leadership by committing to meaningful change in the EHPD and enhanced engagement with the community. As Attorney General Lynch observed, East Haven's progress serves as "an example for local governments and community organizers from coast to coast as they work to revitalize the relationships between law enforcement officers and the neighborhoods we protect and serve."

EAST HAVEN HIGHLIGHT

The roundtable discussion included victims of police abuse and other community leaders, including an activist priest who had been illegally arrested by the East Haven Police Department, the new EHPD Chief and other key new police leaders and officers, and college and law students who had worked on the development of the civil rights cases. The most compelling part of the discussion was hearing from members of the Latino community who were directly impacted by abusive police misconduct including profiling by officers. Four officers were convicted of civil rights violations (illegal use of force, illegal arrests, and illegal

searches). The victims, particularly one female store owner, candidly described the abuse, fear, and pain she and her family suffered but also spoke meaningfully about the transformative change within the EHPD. These community members emphasized that they were now treated fairly and respectfully. The owners of one local Latino store spoke of how the officers now come in on a regular basis just to say hello and make sure everything is okay. What this reflected was that the EHPD did not simply check off the boxes on the requirements of a settlement agreement—they changed in attitude and substance the way they do their work.

4

Pittsburgh, PA

Population: 304,391

Date: August 10, 2015

Hosts: Former U.S. Attorney David Hickton, Mayor Bill Peduto, Chief of Police Cameron McLay

Once the epicenter of the American steel industry, **PITTSBURGH, PENNSYLVANIA**, has been reinventing itself as a technology hub since the 1980s and is consistently ranked as one of the best places to live in the United States. This rapid progress, however, has not been without social upheaval with respect to police-community relations—a story that is currently playing out in communities all across the country. Having demonstrated its commitment to improving the city’s police-community relationship, Pittsburgh was selected as one of the six pilot cities for the National Initiative for Building Community Trust and Justice—a U.S. Department of Justice (DOJ) initiative designed to assess and strengthen relationships between law enforcement and the communities they serve and develop strategies to enhance procedural justice, reduce implicit bias, and promote reconciliation in communities where trust has been eroded.





The Attorney General visited Pittsburgh on August 10, 2015, as the fourth stop on her Community Policing Tour, to observe a city in the earlier stages of institutionalizing community policing principles. As she noted, the Pittsburgh community “has demonstrated the determination and the ability to find and implement effective solutions to the kinds of challenges we have seen across the country.”

The Attorney General began her visit with a keynote address at the 62nd Biennial National Conference and 100th Anniversary of the Fraternal Order of Police, the largest organization of sworn officers in the United States with a membership exceeding 325,000 officers.

In 2009, officers from the Pittsburgh Bureau of Police (PBP) were attacked responding to a domestic disturbance call. Richard Poplawski’s mother had ordered him out of the house following an argument and called the police when he declined to leave. Poplawski opened fire on the officers when they arrived, including one off-duty officer who had

responded to the call. During a prolonged stand off, Poplawski shot and killed Officer Stephen Mayhle, Officer Eric Kelly, and Officer Paul J. Sciallo II. Officers Timothy McManaway and Brian Jones were also wounded in the course of events. At the time, this was one of the worst attacks on law enforcement in American history. To honor these fallen officers during her visit to Pittsburgh, the Attorney General laid a wreath on the officers’ memorial at the city’s Zone 5 Station. The Attorney General also held a discussion with recruits at the PBP about officer safety and the role of police as guardians of the public.

The Attorney General met with student leaders at the Pittsburgh Creative and Performing Arts School. The group included students who were engaged with the Amachi program, an organization dedicated “to empower[ing] young minds to overcome the challenges of parental incarceration and to reach their full potential through one-on-one mentoring, family strengthening and reunification support, and leadership development and youth organizing.”⁵ The Attorney General listened to the students and solicited their observations and perspectives on law enforcement in Pittsburgh, recognizing that the willingness of youth to engage with law enforcement will define much of the success or failure of the evolution of policing.

The Attorney General concluded her visit to Pittsburgh with a productive Community Policing Roundtable. While engaging residents of the community and local law enforcement, she observed that “the issues we face are deeply rooted and complex, but it

5. “Welcome to Amachi Pittsburgh!” Amachi Pittsburgh, accessed July 6, 2016, <http://www.amachipgh.org/>.



is clear—from the work that you have already done and from the dedication you have already shown—that we are headed toward long-awaited change. We are marching together, arm in arm, at a transformative moment in our nation’s history. And with the help of committed individuals like all of you, I am not only hopeful but confident that Pittsburgh, its sister cities, and this country can come together to build the stronger nation and the more empowered communities that we all need to thrive.” The spirit of collaboration in the Pittsburgh community, coupled with an active commitment to improving police-community relations and strengthening the bonds of mutual trust and respect, was inspiring and serves as a model for the real change that can happen when communities come together to advance their shared goal of public safety.

“ Why has Pittsburgh not been Ferguson or Baltimore? Over the past few years, the police have opened the door and have given people like myself a place to be heard. They are committed to educating us on process and procedure. When transparency occurs, it gives people hope. ”

— Brandi Fischer, Alliance for Police Accountability

PITTSBURGH HIGHLIGHT

During the Attorney General's visit, one of the student leaders from the Pittsburgh Creative and Performing Arts School expressed a strong desire to work closely with her local police, get to know them better, and find creative ways for officer and youth to engage and foster positive relationships. Inspired by the young lady’s moving plea—and by the positive examples the Attorney General shared of successful programs she has seen work in other jurisdictions—Pittsburgh Bureau of Police Chief Cameron McLay asked if she would be willing to assist him with creating a youth advisory board in Pittsburgh. The young lady enthusiastically agreed. Chief McLay did, in fact, create the youth advisory board in the months following the Attorney General's visit.

Under Chief McLay’s direction, a group of University of Pittsburgh students helped to launch the Pittsburgh Youth Police Advisory Committee (PGHYPAC). Throughout the Spring of 2016, the PGHYPAC engaged with Pittsburgh school students (grades 6–12), high-ranking PBP supervisors and officers, public officials from the Mayor’s Office and the United States Attorney’s Office, and community organizations. In the course of these meetings, the PGHYPAC outlines the following four “Closing the Gap” Resolutions with the goal of improving the relationship between law enforcement and the youth of Pittsburgh: (1) Promote positive youth-officer interaction; (2) increase cultural awareness and conduct language training; (3) improve community involvement with the youth; and (4) improve officer interactions with youth with disabilities.

5

Seattle, WA

Population: 608,660

Date: September 24, 2015

Hosts: U.S. Attorney Annette Hayes, Mayor Ed Murray, Chief of Police Kathleen O' Toole

Over the years, **SEATTLE, WASHINGTON**, has periodically faced accusations of police misconduct. The City responded to these allegations in a variety of ways, including by implementing measures to improve police oversight. Despite these efforts, between 2008 and 2009, there were several widely-publicized incidents involving the use of force by Seattle Police Department (SPD) officers, in particular against racial and ethnic minorities. These incidents led to growing public concern, especially in Seattle's many diverse communities. These concerns culminated in August 2010, when an SPD officer shot and killed a Native American woodcarver.

In response, the U.S. Department of Justice (DOJ) opened an investigation of the SPD and, in 2011, announced findings substantiating a pattern of excessive use of force by SPD officers and expressing serious concern about biased policing. A settlement, in the form of a consent decree with DOJ, was filed and approved by the local federal court, mandating improvements in use of force policy, training, and oversight and data collection on a range of police practices, including the use of investigative stops and contact with individuals in behavioral crisis. The consent decree also required the City of Seattle to improve police-community relations, including through the establishment of a community police commission to advise the SPD.



“ I used to think cops were all violent. On TV you see things going on in other places, and it kind of rattles you. But when you’re working with them, they’re pretty cool. ”

— Naji Ibrahim, 17 years old, quoted in Sami Edge, “Working alongside SPD, Teen Helps Revamp Cop-Youth Connect,” *Seattle Times*, last modified August 17, 2015, <http://www.seattletimes.com/seattle-news/working-alongside-spd-young-temps-revamp-cop-youth-connection/>

The Attorney General visited Seattle to highlight the progress the SPD had made, and to hear from voices throughout the city as the consent decree was being implemented. In order to recognize the broad spectrum of community-focused policing efforts and to highlight another one of her key priorities, the Attorney General began her day by attending a meeting of the Washington Advisory Committee on Trafficking (WashACT). Seattle and Washington State are major destinations and transit points for human trafficking. To combat these realities, WashACT—a multi-disciplinary task force bringing together law enforcement and non-governmental organizations under the leadership of the U.S. Attorney’s office—has been working to ensure that victims of trafficking receive appropriate services and resources and that human traffickers are prosecuted to the fullest extent of the law. Among other things, WashACT’s efforts have resulted in the identification of more than 347 victims of human trafficking and more than 60 federal-level prosecutions of human traffickers. At the meeting, the Attorney General heard about the collaborative efforts of investigators and victim services organizations, and announced \$44 million in grant funding from DOJ to combat human trafficking and support survivors.

The Attorney General next met with line officers and leadership at the SPD’s West Precinct, where she announced that the court-appointed monitor had found that the SPD was in compliance with several key provisions of the consent decree. During the meeting, the Attorney General noted her commitment to meeting with officers at every stop of her Community Policing Tour to make sure that their voices and concerns are heard at the highest levels. Although SPD officers noted the challenges involved in implementing reforms in a city where residents were expressing distrust of law enforcement, the officers also emphasized that they wanted to make the “consent decree real” and that they took pride in the fact that law enforcement organizations from around the country were coming to Seattle to learn about the SPD’s de-escalation and crisis intervention policies and practices.

The Attorney General next traveled to El Centro de la Raza—a local community hub for Seattle’s Latino community—to meet with the inaugural class of students, ages 15–17, from the Seattle Youth Employment Program (SYEP), an internship program established by the Mayor’s office for teenage students enrolled in Seattle public schools. One in five Seattle residents is foreign-born, and the city has been

“ We actually saw real police officers, not what the media tells us. If more people joined this program and just told their friends and showed them who the police really are, it might spread around. ”

— Faduma Edey, 15 years old, quoted in Sami Edge, “Working alongside SPD, Teen Helps Revamp Cop-Youth Connect,” *Seattle Times*, last modified August 17, 2015, <http://www.seattletimes.com/seattle-news/working-alongside-spd-young-temps-revamp-cop-youth-connection/>

working hard to keep pace with the language services required by residents. The police department is no exception in that effort. As a result, some of the SYEP interns were assigned to translation duties, helping the police department make its documents available in languages such as Swahili, Spanish, and Vietnamese. Others were split between precincts and tasked with generating ideas for SPD youth engagement efforts. In addition, all the interns were given job training and professionalism lessons, the opportunity to observe various facets of SPD operations, and an hourly wage. Sergeant Adrian Diaz, who oversees the program, reported that SPD interns were selected from a candidate pool of students that had a higher likelihood of having witnessed or experienced victimization or having otherwise come into contact with the police. One of the goals of the program was to provide these students with a venue to interact with police officers and thus build community trust. Among other things, the students gained professional skills and officers were able to hone their community engagement skills.

The Attorney General concluded her Seattle visit with a Community Policing Roundtable at the Northwest African American Museum. She solicited feedback from community members about their perception of and interactions with the SPD, what they hoped to see as police reform continued, and the lessons they had learned from the consent decree process to date. She heard community members express concern about their role once federal oversight ends, and the importance of institutionalizing a mechanism to allow citizens to continue to advise and interact with the SPD. She also heard from city and SPD leaders about their efforts to engage with the people they serve through demographic advisory councils, and neighborhood specific policing plans developed in collaboration with affected citizens and their leaders. The Attorney General acknowledged the difficulties faced by both the police and the community in building trust while also highlighting the progress she had witnessed firsthand.



“Sweeping progress will not occur overnight. But as Seattle’s recent experience can attest, real progress is possible—when we engage with one another, when we summon our goodwill and good faith, and when we work collaboratively as partners with a mutual and shared interest in ensuring the safety and security of the communities we call home.”

— Attorney General Loretta E. Lynch

SEATTLE HIGHLIGHT

During her visit to El Centro de la Raza, the Attorney General had lunch with students from the Seattle Youth Employment Program (SYEP) and heard about their experiences in the SYEP, including their perceptions of, and growing trust in, police based on the relationships they developed with individual officers over the course of their seven-week paid summer internship with the Seattle Police Department. The students, primarily from minority backgrounds, were very candid about their exposure to, and experiences with, police officers. Many admitted that, based on experiences with their family or community members and media portrayals, they had very negative perceptions of officers—including, thinking police officers were violent, bad guys who were out to get them. However, through their interactions with police officers in the SYEP, the students immediately developed very positive relationships with, and perceptions of, the SPD officers, thereby removing longstanding barriers of mistrust and suspicion, and building sustained bonds of trust and mutual understanding and respect, between both groups.

6

Richmond, CA

Population: 109,708

Date: September 25, 2015

Hosts: U.S. Attorney Brian Stretch, Mayor Tom Butt,
Former Chief of Police Chris Magnus

The Attorney General concluded phase I of her Community Policing Tour in **RICHMOND, CALIFORNIA**. Richmond anchors the East Bay region, across the water from San Rafael and north of Berkeley. Richmond is extremely diverse; the 2010 census reported that Richmond was 31.4 percent White, 26.6 percent Black, 13.5 percent Asian, and 39.5 percent Hispanic or Latino of any race. Richmond gained notoriety in the 1990s for its high crime rate and visible gang presence. The violence did not ebb with the end of the 1990s: 2007 and 2009 each saw 47 firearm homicides, far above the national average per 100,000 residents. Through a portfolio of innovative community policing approaches and programs, the city managed to cut firearm homicides from 47 in 2009 to just 11 in 2014, a reduction of 76 percent in five years. Richmond has been an example of experimentation and interventions, largely based on personal relationships, and what has worked in Richmond could be instructive for other cities facing spikes in violent crime.





The Attorney General began her Richmond trip with a roll call visit with line officers and leadership at the Richmond Police Department (RPD). As the RPD has adopted community policing through innovative and sometimes unorthodox methods, the police department drew both praise and criticism from neighbors and peers alike. For example, former Chief of Police Chris Magnus drew attention for participating in a protest holding a “Black Lives Matter” sign. Former Chief Magnus told the East Bay Times, “I spoke with my command staff, and we agreed it would be nice to convey our commitment to peaceful protest and that Black and brown lives do matter and to help bridge the gap that we understand sometimes exists between police and community around certain issues.” Former Chief Magnus remained firm in his decision to show

that police leadership can be both law enforcement and part of the community they serve.

The RPD also employs a multifaceted, community-first approach to policing that features team management, with commanders having overlapping authority for patrol and specialized functions, a crime accountability model that relies on data to inform strategy, and an assignment system that keeps the same officers deployed in the same neighborhoods for longer periods of time so that mutual learning and relationship building takes place.

While in Richmond, the Attorney General also had a productive and enlightening lunch meeting with female police chiefs and sheriffs from northern California. Recruitment and retention of women has been proven to be essential for law enforcement agencies as they evaluate the changes necessary to modernize the field of policing. As discussed during the meeting, having a diverse workforce is important not only in terms of ethnicity but also for gender and gender identity. Diversity in all forms offers unique perspectives, experiences, backgrounds, and insights that could undoubtedly be beneficial to every police force and allows them to better protect, serve, and engage with diverse residents from all walks of life. Inspired by the powerfully dynamic female police chiefs and sheriffs at the meeting, their decades of experience in law enforcement, and the diverse perspectives

with which they approached their jobs, the Attorney General quickly noted the positive correlation between and impact of having diverse police forces and effective community policing.

The Attorney General subsequently visited the RYSE Youth Center. RYSE was established in 2008 in response to a spate of youth homicides. The center serves the most at-risk youth in the Bay Area and currently has 2,500 members. RYSE focuses specifically on the 18-to-24 age group. Young people in this age range are at an elevated risk of being victims of violent crime; at the same time, the services provided to juveniles typically terminate at legal adulthood (i.e., before 24)—leaving a gap where young people may “age out” of eligibility for key services they need. At RYSE, the students gave the Attorney General a guided tour of the facility before sitting down to discuss life in Richmond.

The Attorney General concluded her Richmond visit with a Community Policing Roundtable, during which she discussed community perceptions

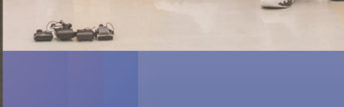
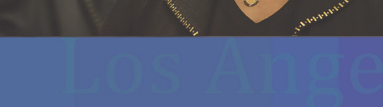
of the culture of the police force, how to help youth engage productively with law enforcement, suggestions and advice the Richmond community had for other communities, and how to support good officers in the face of mounting scrutiny. “Through the [RPD]’s community policing model,” said the Attorney General, “you are showing how developing positive relationships between law enforcement officers and the residents, businesses, schools, faith organizations, and community groups in their jurisdictions can create benefits for the entire community. And through [the] RPD’s early adoption of body-worn cameras, its participation in the Violence Reduction Network, and its focus on combating unconscious bias and promoting alternatives to deadly force in use of force situations, you are recognizing and working to solve some of the most important challenges our communities face.” It is the Attorney General’s hope that the innovative and progressive community policing methods used by the Richmond community can be used as a tool for other jurisdictions across the country.

RICHMOND HIGHLIGHT

The Richmond Police Department (RPD) has taken significant steps, even after the Attorney General’s visit, to increase transparency, accountability, and relationship building. For example, in 2016, the RPD took a significant step toward enhanced transparency with the creation of its Office of Professional Accountability, a civilian manager-led internal affairs function that has been taken out of police headquarters and collocated with more public-facing city government officers. The Office of Professional Accountability features active community outreach on understanding police services, how to make personnel and service complaints, as well as conflict mediation to adjudicate lower level personnel complaints.

The RPD has also significantly increased its use of social media to reinforce and enhance community connections. Since the Attorney General’s visit, social media usage has increased by 46 percent. A smart phone app, as well as an active presence on popular platforms such as Facebook, Twitter, Nextdoor, and Instagram, help move and share information quickly.

The RPD’s culture of collaboration, innovation, and experimentation with a focus on strong community-police relationships has proven to be a successful model in community policing.



PHASE TWO

ATTORNEY GENERAL'S COMMUNITY POLICING TOUR
2015-2016



Miami-Dade County, FL

Population: 417,650 (Miami, FL), 54,116 (Doral, FL)

Hosts: U.S. Attorney Wifredo A. Ferrer, Mayor Tomas Pedro Regalado (Miami), Mayor Luigi Boria (Doral), Director Miami-Dade Police Department (MDPD) Juan J. Perez (Miami), Chief of Police Donald De Lucca (Doral)

Date: February 11–12, 2016

The Attorney General began phase II of her Community Policing Tour in **MIAMI-DADE COUNTY, FLORIDA**, visiting both the cities of Miami and Doral. The visit to Miami-Dade County was focused on pillar one: Building Trust and Legitimacy. Not only is Building Trust and Legitimacy the first pillar of the task force report, but it also serves as the foundational principle of community policing.



DAY ONE

The Attorney General kicked off her Miami Dade County tour stop with a visit to the Doral Police Department (DPD) to learn more about the DPD’s effective community policing strategies. She first observed a presentation of the department’s Blue Courage training program, “a transformational educational and leadership development process focused on the human growth of a police officer.”⁶ Blue Courage was developed with support from the U.S. Department of Justice’s (DOJ) Bureau of Justice Assistance, and is a synergistic blend of education, principles, practices, skills, and tools that go beyond the classroom environment to foster a culture of leadership, character, and service. The Blue Courage training

is designed to help police officers internalize the principles of community policing and infuse them into all of their interactions with the public and with one another in hopes of building relationships of trust within the community and improving officer safety and wellness within the department. Blue Courage developer Michael Nila and Chief Donald De Lucca presented the program to the Attorney General, and DPD officers gave incredibly moving testimonials of their personal and professional growth as a result of the Blue Courage program. Even long-serving officers shared ways in which the Blue Courage training had given them a renewed faith and pride in the job.

6. “Educating the 21st Century Police Officer—Teaching Blue Courage as a Way of Life,” Bureau of Justice Assistance National Training and Technical Assistance Center, last modified December 13, 2013, <https://www.bjatrain.org/media/tta-spotlight/educating-21st-century-police-officer-%E2%80%93-teaching-blue-courage-way-life>.

The DPD philosophy reverberates with the qualities that epitomize impactful community policing: “We (the officers) are the Guardians. A shield forged by truth, valor, diversity, and reverence.”⁷

The Attorney General followed the Blue Courage presentation with a roll call at the Miami-Dade Police Department (MDPD). While there, she spoke with officers about violence reduction efforts the department continues to carry out in partnership with the U.S. Attorney’s Office for the Southern District of Florida and local law enforcement agencies. The MDPD is the largest local law enforcement agency in the southeastern United States, serving an ethnically and racially diverse community of an estimated 2.7 million residents and visitors. In 2014, Miami-Dade was 66.2 percent Hispanic or Latino, 18.9 percent Black or African American, and 14.8 percent White. A little more than half (51.5 percent) of the entire population is foreign-born. The MDPD and officers with other local law enforcement departments are tasked with policing many of the most dangerous neighborhoods in Miami-Dade County.

DOJ opened an investigation in 2011 into the Miami Police Department’s use of force following 33 officer-involved shootings between 2008 and 2011, in which a disproportionately high number of Black men were

MIAMI-DADE COUNTY HIGHLIGHT

In just one of countless examples of how DPD officers embrace Blue Courage principles and positively impact people’s lives each and every day, one officer shared a personal testimony of the importance of being aware, engaged, and willing to make a difference. While beginning his shift, this particular officer noticed a woman and child at a local bus stop. Hours later, nearing the end of his shift, he noticed that they were still there. Bells went off. He approached the woman and child, quickly learning that they were homeless. The officer immediately reached out to community contacts and used his personal funds to help provide shelter for the woman and her child.

“Countywide, overall shootings of those 17 and under are up significantly, Miami-Dade Schools Police say. So far this year they say 60 children and teenagers have been shot, compared to 45 in 2014. The victims include two one-year-olds, according to data collected by the school district.”

— Charles Rabin and Christina Veiga, “Gunfire Deaths Take Toll on Teens All through Miami-Dade County,” *The Miami Herald*, December 27, 2015, <http://www.miamiherald.com/news/local/crime/article51778950.html>

killed. In 2013, DOJ announced its findings, identifying a pattern or practice of excessive force in violation of the Fourth Amendment. The City of Miami and DOJ arrived at a comprehensive settlement agreement in 2016 to ensure constitutional policing and support public trust. As DOJ has acknowledged, Miami has already taken significant steps to effectuate reform.

Attorney General Lynch’s visit to Miami-Dade County also gave her a special opportunity to sit down with one of her predecessors, Janet Reno—the first woman to serve as Attorney General of the United States. Attorney General Reno held office from 1993 to 2001 under President Bill Clinton. The intimate conversation—during which the Attorney General spoke at length about her Miami visit, her Community Policing Tour in general, and her and former Attorney General Reno’s shared priority of restoring bonds of trust between law enforcement and the communities they serve—concluded the first day of Attorney General Lynch’s visit.

7. Doral Police Department, “Chief’s Message,” City of Doral, accessed September 26, 2016, <https://www.cityofdoral.com/police/>.



DAY TWO

The Attorney General began the second day of her Miami visit at a youth town hall at Booker T. Washington High School. More than 100 students were present, all of whom were participants in the Peace Ambassadors' Leadership Program (PALP), a pilot program supported by the U.S. Attorney's Office for the Southern District of Florida and Miami-Dade County Public Schools. The Peace Ambassadors are drawn from 13 high schools in areas of Miami that are plagued by violent crime, and they receive training and mentorship in civic accountability and personal growth with the goal of becoming change agents in their communities and schools. Miami-Dade County experienced a spike in underage victims of firearm-related incidents in 2015; the Peace Ambassadors program is intended to help combat this trend. The youth town hall exhibited the true value of engagement, with the youth making it clear that (1) they want to feel they can turn to law enforcement with any problem or issue, (2) they want to be able to trust the police, and (3) they are looking for the tools to avoid violence, succeed, and allow them to have a better life.

Following her meeting with the Peace Ambassadors, the Attorney General arrived at Miami Dade College for a Community Policing Roundtable. Miami Dade College is one of the largest institutions of higher

education in the country, with a significant track record of matriculating minority students. During the roundtable discussion, the Attorney General addressed the evolution of community policing in Miami. Attorney General Lynch fielded questions about DOJ's 2016 settlement agreement with the City of Miami and the MPD and heard comments regarding the city's efforts to create a positive path forward in improving police-community relations.

The Attorney General concluded her tour stop with a moving visit to the Black Police Precinct and Courthouse. The historic Black Police Precinct and Courthouse was in use only from 1959 to 1963 during the Civil Rights Movement, during which Miami created a separate police force and judicial and administrative system for Black residents of the city. The facility has since closed, but the lessons and legacy of segregated services remain in the museum, which still stands.

Inspired by the Attorney General's visit, the Miami-Dade Police Department followed up with the DOJ to provide an update on the department's plan to implement a teen citizens police academy, similar to the Birmingham Youth Citizens Police Academy that the Attorney General used as an example of engaging youth to help build trust and legitimacy with the broader community.

Population: 623,309

Hosts: U.S. Attorney Billy J. Williams, Mayor Charlie Hales,
Former Chief of Police Larry O’Dea

Date: March 2–3, 2016

The second stop of phase II of the Attorney General’s Community Policing Tour was **PORTLAND, OREGON**, highlighting the fourth pillar of the task force report: Community Policing and Crime Reduction. As outlined in the report, “community policing requires the active building of positive relationships with members of the community. This requires partnerships that begin before a crime is committed, collaboration with agencies outside of law enforcement, and ‘enforc[ing] the law *with* the people, not just *on* the people.”

The city of Portland sits on the Columbia and Willamette Rivers, 10 hours driving distance north of San Francisco, California, and three hours south of Seattle, Washington. Portland is one of the fastest-growing cities in the nation, and with that growth comes rapid cultural change. Portland also has a sizable transient population.

Portland is currently implementing a settlement agreement reached with the U.S. Department of Justice (DOJ) in 2014 regarding needed improvements in its police department’s use of force, particularly involving persons with perceived or actual mental illness, or in mental health crisis. As part of the settlement, Portland agreed to a portfolio of aggressive and innovative reform efforts to increase officer accountability and support community policing in the city, which, in turn, will assist in crime reduction. The city is implementing reforms focused on increasing civilian involvement in oversight of its reform efforts.



DAY ONE

The Attorney General opened her visit at the Portland Police Bureau (PPB) with rank-and-file officers. When reforms are approved by leadership, the rank-and-file officers at a department are frequently tasked with translating policy changes into everyday practice. As part of the settlement, Portland instituted a number of policy and training changes around police interactions with subjects with perceived mental illness. It was important to the Attorney General to hear how innovations play out from the men and women expected to deliver them. The Attorney General also convened a private meeting with the team that managed the armed occupation of the Malheur National Wildlife Refuge in Harney County, Oregon, in January and February of 2016.

“Paresa, a 17-year bureau veteran, teaches the weekly class to sixth-graders for 13 weeks. The instruction includes teaching kids to set goals, avoid drugs and gangs, and resolve problems peacefully. But he says the program has lost federal funding and needs additional resources.”

— Maxine Bernstein, “Loretta Lynch—and Officer Paresa—Bring Inspiration for George Middle Sixth-Graders,” *The Oregonian/OregonLive*, March 3, 2016, http://www.oregonlive.com/portland/index.ssf/2016/03/george_middle_sixth-graders_fi.html

DAY TWO

The Attorney General joined fifth-graders at George Middle School for their weekly Gang Resistance Education and Training (G.R.E.A.T.) program. G.R.E.A.T. is a nationally deployed, evidence-based educational curriculum developed by DOJ’s Office of Juvenile Justice and Delinquency Prevention, intended to “inoculate” students against joining gangs. Evaluations have shown that children who participate in G.R.E.A.T. not only are less likely to join a gang but also come to have a better opinion of law enforcement—an essential step in building relationships of trust with youth. Portland Officer Mike Paresa delivered the G.R.E.A.T. curriculum at George Middle School.

Portland has placed a particular emphasis on involving the community in community policing strategies. Upon leaving George Middle School, the Attorney General took a brief tour of the Albina-Killingsworth neighborhood of Portland. Albina-Killingsworth has experienced community flux and rapid development over the past 10 years. In response to crime, local businesses, residents, schools, clergy, and the police partnered to form the Albina and Killingsworth Coalition (AKC). This partnership uses innovative ideas to combat crime and develop new behavioral norms in this neighborhood. Moreover, AKC has implemented youth outreach, partnership agreements with businesses to reduce attractive nuisances, hot spot policing, and community foot patrols led by local religious and community leaders. Portland’s efforts have drawn recognition for their inclusion of the community in planning and implementing community policing.

The Attorney General concluded her visit with a Community Policing Roundtable at the Blazers Boys and Girls Club, during which she received briefings on three programs Portland has implemented to better serve its residents. First was the Neighborhood Involvement Locations (NiLoc) program, a joint effort between the PPB and residents. NiLoc

deploys a number of officers in short bursts (10–15 minutes) to increase visible police presence in a neighborhood and facilitate relationship building with community members. The second presentation featured the PPB’s Behavioral Health Unit (BHU). The BHU oversees a team of officers who have received Enhanced Crisis Intervention Team (ECIT) training (an additional 40-hours of training above the standard 40-hour mental health curriculum that all sworn Portland Police officers receive). The unit also deploys three behavioral health response teams, which pairs specially trained officers with mental health professionals. These teams identify individuals having frequent or high-risk contact with police, due to their mental illness, and connect them with community-based mental health services. The final program, the Community Peace Collaborative, is a youth violence prevention collaboration implemented county-wide. For this program, community groups, law enforcement, prosecutors, faith groups, government offices, and businesses partnered together for the purpose of reducing and eventually eliminating youth violence by developing solutions, interventions, and prevention strategies. These programs, along with other examples highlighted throughout the Attorney General’s visit illustrate Portland’s commitment to community policing and crime reduction.

Shortly following the Attorney General’s visit, the Portland Police Bureau coordinated with the Community Oversight Advisory Board on a Community Engagement Workshop, which brought PPB officers together with community members in roundtable discussions to share perspectives. The community gave feedback on three questions to inform a future Community Engagement and Outreach Plan: “What do we want the relationship between Portland Police Bureau and the community to look like? What is PPB’s responsibility in that relationship? What is the community’s responsibility in that relationship?”

And, just recently, a local Portland business owner opened his restaurant and invited police officers and men of color to share a meal and build trust with one another. The goal of the dinner was to break down barriers and build trust between police and people of color. A participating officer said that the dinner, “allows us to get to meet with the community and have open dialogue about who we are and talk about nothing, anything or everything.” One of the community members who participated said that, “Anytime we can see them as humans and not police officers and they can see us in another light, there is always hope.” Event organizers plan to have the dinners until they see major change both locally and nationally.

PORTLAND HIGHLIGHT

During the Community Policing Roundtable, several young people spoke to the Attorney General about the impact having a police officer take an interest in and mentor them and how it influenced several to consider a career in law enforcement. Two of those youths were Esmeralda and John.

PPB Officer DeShawn Williams and Officer John Romero were school resource officers assigned to the Portland Opportunities Industrialization Center (POIC) and Rosemary Anderson High School working with alienated at-risk youth. Both officers met Esmeralda and John during their work at the school in 2012. Esmeralda and John are youth of color and noted that, as children, they were often influenced by family and friends to distrust the police. Neither had any interest in getting to know the police. Over time, the special attention to these youth broke down those barriers to trust and planted the seeds of hope for the future. The strong relationships these officers developed over time with the youth transcended POIC and high school. Today, Esmeralda and John are pursuing careers in law enforcement. Esmeralda is a City of Portland Park Ranger, and John was recently accepted in the PPB Reserve Officer Academy.

9

Indianapolis, IN

Population: 853,173

Hosts: U.S. Attorney Joshua Minkler,
Mayor Joseph Hogsett, Chief of Police Troy Riggs

Date: April 12–13, 2016

On her third stop of phase II, the Attorney General visited **INDIANAPOLIS, INDIANA**, to highlight advances in the sixth pillar of the task force report: Officer Safety and Wellness.

The profession of policing is inherently dangerous, and officers often encounter life-threatening situations. Officers are also exposed to secondary trauma, which comes from witnessing the trauma of others on a daily basis. Officers speak of finding children living in squalor, of watching teens die after a fight, of watching victims try to function in the face of sexual assault or domestic abuse or stalking, and of watching their partners get injured or die while on duty. These officers may be reluctant to speak out about their experience of trauma, but such trauma can have long-term negative effects on both the profession and the community. The Indianapolis Metropolitan Police Department (IMPD) has taken an innovative approach to officer safety and wellness and serves as a model for other jurisdictions aiming to improve its programs and policies focused on this important issue.





“The Indianapolis Metropolitan Police Department recognizes that the stress and trauma of the law enforcement experience impacts police officers each and every day. For officers to be healthy and productive at home and at work they must be proactive in overcoming distress they experience in their personal and professional lives.”

— Indianapolis Metropolitan
Police Department

The Attorney General began her visit by attending the IMPD’s Wellness Class for New Recruits. The Office of Professional Development and Wellness, which was founded in 2010, hosts these and other programs, which are designed to prepare officers for the trauma that they may experience in their profession and to give them the tools needed to respond and recover. This particular wellness program trains officers to overcome stressors, provides financial counseling, and offers a wide variety of resources and mentors should officers find them-

selves in need. The IMPD’s approach recognizes that by taking care of its officers—and encouraging them to take care of themselves—from the beginning to the end of their careers, it can recruit and retain the best officers.

The police department has drawn broad acclaim for its approach, winning the National Law Enforcement Officers Memorial Fund’s 2015 Officer Wellness Award from Destination Zero, an initiative dedicated to recognizing “officer safety and officer wellness programs that proactively engage employees in initiatives that increase overall officer wellness and/or reduce line-of-duty injuries or deaths.”⁸

Following the wellness class, the Attorney General attended a roundtable discussion with officers who had benefitted from the IMPD’s program as well as the counselors and community members who supported the program. Many of the officers

8. “Destination Zero,” National Law Enforcement Officers Memorial Fund, accessed August 23, 2016, <http://www.nleomf.org/programs/destination-zero/>.

brought their spouses, who described the significant changes they observed in the officers as a result of the job, particularly the impact on the officers' families. Some officers told harrowing tales of being on the verge of losing their marriages, their jobs, or even their own lives. But once they were identified as having duty-related post-traumatic stress disorder (PTSD), they received help, and they credit the IMPD for saving their lives and careers. Now, many of the officers mentor younger officers going through similar experiences and speak out as advocates.

The Attorney General ended the day with a roll call visit with IMPD officers. The officers discussed a number of topics, ranging from career longevity to stress on the job; from procedural justice to officer recruitment.

“ Since the inception of the program, complaints against officers have decreased by 40 percent. It’s clear that when officers have a better hold on their internal stress, they can better interact with members of the public. Those positive interactions are what build trust between a community and its police officers. ”

— Suzette Hackney, *“The Descent, and Rebirth, of an Indy Cop,”* The Indianapolis Star, April 16, 2016, <http://www.indystar.com/story/opinion/columnists/suzette-hackney/2016/04/15/hackney-descent-rebirth-indy-cop/83054312/>

The Indianapolis visit highlighted the important fact that officer safety and wellness are integral parts of community policing. Officers who receive the care they need are better able to care for the civilians they encounter and the communities they serve. As we ask officers to evolve with 21st century policing, we must give them the support they need to meet challenges old and new.

INDIANAPOLIS HIGHLIGHT

During the Attorney General’s visit, she met with Officer Jeff Patterson, a 30-year IMPD veteran, and his wife, Teresa Patterson, to learn more about the individual and personal impact of officer safety and wellness efforts. Officer Patterson, who had buried six fellow officers who were killed in the line of duty and another 12 who took their own lives, described in great detail how the stressors of the job significantly affected him, often wearing him down, making him angry and bitter, and driving him to severe depression and excessive drinking. He was one of the early participants in the IMPD’s wellness program, which helped him to overcome and better manage his anger and depression. Officer Patterson stressed that jurisdictions need to think about policies that reflect that mental and emotional health is as important as physical health. “It’s very important that we get officers treatment because a lot of the conduct issues can be stress- and mental health-related,” said Officer Patterson.

Population: 200,564

Hosts: U.S. Attorney John Bruce, Mayor Nat Robertson,
Former Chief of Police Harold Medlock

Date: May 24, 2016

For the fourth stop on the phase II tour, the Attorney General traveled to **FAYETTEVILLE, NORTH CAROLINA**, to highlight the second pillar of the task force report: Policy and Oversight. This pillar emphasizes the idea that policing policies must reflect community values. It is also important that policies are developed in coordination with communities, and enforced transparently, so that police will have credibility with communities. In 2014, Fayetteville entered into a collaborative reform partnership with the U.S. Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS Office). Unlike reforms initiated by other mechanisms, such as those in East Haven, Seattle, and Portland, the Collaborative Reform Initiative is a voluntary process that does not require an initial complaint. A jurisdiction may request collaborative reform as a way to obtain an objective assessment of their policies, procedures, and activities and receive an accompanying set of recommenda-



tions. Fayetteville Police Department (FPD) Chief Harold Medlock doggedly pursued collaborative reform for his city. Fayetteville's request resulted in "an assessment of policies, training, and operations as they relate to use of force, deadly force investigations, and interactions with citizens, taking into account national standards, best practices, current and emerging research, and community expectations."⁹ The department and the city received a comprehensive set of recommendations, and Fayetteville has made a number of admirable reforms and implemented innovative programming in the community.

9. "U.S. Department of Justice Announces Collaborative Reform Initiative with Fayetteville Police Department," press release, Office of Community Oriented Policing Services, October 21, 2014, <http://www.cops.usdoj.gov/Default.asp?Item=2747>.



The Attorney General's Fayetteville visit began at Terry Sanford High School, at which Chief of Police Harold Medlock introduced the Attorney General to high school students who serve on the Fayetteville Police Department's (FPD) Youth Advisory Council. Chief Medlock regularly meets with formal and informal student leaders from high schools across Fayetteville to talk about new policies, to hear from the students about what the FPD is doing well or needs to improve, and to make sure that the FPD is responsive to their needs. "They update their Twitter, like, twice a year," said one student in response to the Attorney General's question about how the police could do better at reaching out to youth. "They have to meet us where we are, you know?" the student continued over a chorus of quiet chuckles. The chief agreed that the police department's

social media outreach could be strengthened and was appreciative to hear suggestions from the generation of "social media experts."

The participants in the Youth Advisory Council serve as ambassadors at their school, bridging law enforcement with students at their schools and fielding questions about police-community relations with youth.

The next stop on the tour was the FPD's Crime Information Center, the data hub of the police department. Fayetteville is on the cutting edge of making real-time crime data available to the public and is a model participant in the Police Data Initiative by establishing a fully automated community-related open data portal to share 102 data sets collected by the FPD with the citizens of Fayetteville. While visiting the Crime Information Center, FPD staff showed the Attorney

General the system’s capabilities and how the information is presented to the general public. The Attorney General also took a close look at Fayetteville’s body-worn camera program, watching videos captured by the cameras and observing officers wearing the cameras in different positions.

The Attorney General also participated in a roll call visit with rank-and-file officers, including K-9 unit participants. She fielded questions about federal funding opportunities and how to portray the positive side of policing directly to the community using social media and other means.

The Attorney General concluded her visit with a Community Policing Roundtable at Fayetteville State University. Members of the community recounted candidly the long and fractious history between the police and the residents of Fayetteville, but they also commended Chief Medlock and the police department for their legitimate interest in and progress toward real change. The roundtable session involved discussions of the reforms achieved through the collaborative reform process, including curtailing practices such as police shooting at fleeing vehicles and firing warning shots.

The group heard about the training the FPD had received in fair and impartial policing as well as de-escalation techniques. FPD officers are trained in T-III, which stands for “tact, tactics, and trust.” The group also discussed improvements in accessibility and communication.

Communities like Fayetteville—through efforts toward transparency and advancing policy and oversight—are leading the way in defining community policing in the 21st century.



FAYETTEVILLE HIGHLIGHT

Former Fayetteville Chief of Police Harold Medlock formed a local Community Advisory Group to engage with the police department on various issues of concern and FPD initiatives, including the department’s body-worn camera program. During the body-worn camera demonstration and Community Policing Roundtable, the Attorney General heard from both FPD officers and community members about the open, transparent, and effective channels of communication between the community and the police and a willingness on the part of the department to address their concerns, consider recommendations from community members, and engage them in the department’s policing efforts. A police sergeant described the improvement in the relationship between police officers and the community they serve and reported that it made officers more effective in protecting the public.

Since the beginning of the city’s collaborative reform process with the COPS Office and the innovative and collaborative policing practices, Fayetteville has had fewer instances of use of force by officers. Also, crime decreased in 2014 and 2015.

Through its community policing initiatives and engagement, Fayetteville remains an engaged and watchful community whose members are as involved with the process of change as the city and the police department are.

Population: 1,563,025

Hosts: U.S. Attorney John Leonardo, Mayor Greg Stanton,
Chief of Police Joseph Yahner

Date: June 28, 2016

For the final leg of her community policing tour, the Attorney General headed to the southwest. The Attorney General visited **PHOENIX, ARIZONA**, to examine how the fifth pillar of the task force report—Training and Education—can further the pursuit of better interactions between law enforcement and the communities they serve. As noted by the task force report, “today’s line officers and leaders must meet a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis.” Therefore, the report calls on all law enforcement agencies to establish standards for hiring, training, and education. Phoenix is slightly more than 100 miles from the U.S.-Mexican border and is the sixth largest city in the United States by population. Under the leadership of Chief Yahner, the Phoenix Police Department (PPD) has drawn positive recognition for its novel approach to training cadets at the academy, coupling officer safety and wellness with de-escalation and harm-reduction training. The chief made it his mission to focus on five main areas: crime suppression, community engagement and outreach, technology, training, and hiring.





The Attorney General began her visit to Phoenix with a roll call with officers from the PPD. Officers from every precinct came to hear from and be heard by the Attorney General. Line officers' ability to interface directly with the chief law enforcement officer of the United States allows lessons learned on the front line to make their way to Washington, D.C. Phoenix has a large and diverse population both in terms of ethnicity and in terms of age. The police department faces challenges typical to border cities: trafficking, migration, and security. In spite of these tough issues, the PPD has pushed an innovative agenda of both policy and culture change under Chief Joseph Yahner.

Because the focus of this leg on the community policing tour was Training and Education, the next stop and the centerpiece of the Phoenix trip was the state of the art Arizona Law Enforcement Academy (ALEA). At the academy, the Attorney General participated in two demonstrations: Blue Courage and Scenario-Based De-Escalation Training.

Blue Courage is a national program that the Attorney General had encountered on her earlier trips to Pittsburgh, Pennsylvania, and Miami-Dade

County, Florida. The program is designed to improve officers' working conditions and outcomes by helping them reframe their work in terms of guardianship and stewardship. Blue Courage equips officers with a new lexicon for talking about and approaching their work as the guardians of public safety. The Attorney General observed the ALEA Blue Courage curriculum, which is a classroom-based curriculum.

The second demonstration took place in the ALEA "training village," a simulated city street where officers are trained using scenario-based de-escalation training. This type of training helps officers defuse situations before they turn deadly.

The de-escalation scenarios utilized by the Phoenix Police Department during the post academy curriculum are designed to assess the decision-making skills in new officers, and to ensure they develop a strong foundation on which to enhance those skills throughout their police career. The training is intended to ensure new officers understand the concept of 'exigency' in the law enforcement environment, and recognize that they have a wide range of options in situations that are not exigent.



Through these de-escalation scenarios, the officers are trained to recognize how they can mitigate, or minimize exigent circumstances through the implementation of sound tactics. Through this training, officers gain a complete understanding of how to employ tactics to reduce the potential of a lethal confrontation with an individual in any given situation, but specifically those considered to be high risk, low frequency events. The overall intent is to train new officers to avoid these situations for their safety, the safety of the public, and the welfare of the suspect(s). The primary concern in any of these events is the preservation of life.

As expectations for police performance and accountability go up, so too must training programs advance to meet officers' learning needs. In addition to providing innovative training at ALEA, Chief of Police Joseph Yahner made training one of his five main priorities. In April 2015, the PPD re-instituted a mandatory 40-hour in-service training module for all sworn employees designed to enhance officer decision making and safety, as well as to develop trust, accountability, and mutual respect with the community. This training module is still underway and is being taught at ALEA. The training focuses on contemporary issues in law enforcement as well as sound policing principles. Current officers (not just cadets) receive updated

training in topics including cultural awareness, safe driving, use of force, de-escalation techniques, and mental health issues. The Curriculum encompasses many of the pillars of the task force report, training officers on Blue Courage, use of force, officer health and wellness, mental health disorders and response, and active listening.

Phoenix's impressive training sets an example for other jurisdictions to follow. By equipping its officers with the tools they need to respond to the ever-increasing demands placed on them by their jobs, the PPD is ensuring that its officers—and the communities they serve—remain as safe as possible.

PHOENIX HIGHLIGHT

During the Attorney General's visit to the Arizona Law Enforcement Academy (ALEA), she observed scenario-based, decision-making de-escalation training on interactions with a mentally ill and suicidal subject and an intoxicated subject at the outdoor "Tactical Village." During the first scenario, the mentally ill and suicidal subject, standing with a gun pointed to his head, was initially extremely agitated and non-compliant with the officer's commands. Through communication and de-escalation attempts, the subject dropped his gun and eventually complied with all commands. He was successfully detained using small team tactics upon the arrival of a second officer.

During the second scenario, the intoxicated subject was also initially non-compliant, refused to leave the property in question, and eventually presented an object in a threatening motion. Again, through communication techniques and de-escalation tactics, the officers were able to diffuse the situation and preserve the subject's life.

The de-escalation training, used by the Phoenix Police Department, provided a fascinating illustration of the sheer impact of necessary officer training and proven tactics to mitigate exigent circumstances, to ensure the safety of officers and the public, and to prevent the loss of life. These trainings can certainly be used as effective models in other jurisdictions.

Population: 3,971,883

Hosts: U.S. Attorney Eileen M. Decker, Mayor Eric Garcetti,
Chief of Police Charlie Beck

Date: June 29–30, 2016

The final stop on the Attorney General's Community Policing Tour focused on the third pillar: Technology and Social Media. This pillar emphasizes that new technologies can bring police departments and their communities together by providing new platforms for transparency, communication, education, and dialogue. For this final pillar the Attorney General visited **LOS ANGELES, CALIFORNIA**, selected because of its impressive advancements in using social media and technology to improve its community policing practices.

The Los Angeles Police Department (LAPD) was under a U.S. Department of Justice (DOJ) consent decree from 2001 to 2009. As part of its renewed commitment to accountability and transparency, the LAPD adopted technology (such as widespread use of body-worn cameras [BWC]) and social media strategies aimed at engaging the community in policing efforts. The LAPD was able to implement user-friendly platforms that allowed the police department to regain the reputation tarnished by long-standing police-community tensions. In the process, the LAPD became an example of how one of the largest departments in the country can successfully meet the challenge of implementing 21st century policing practices.



DAY ONE

The Attorney General began her visit with technology briefings and demonstrations at the LAPD. The first demonstration was at the Real Time Analysis and Critical Response (RACR) division. RACR is the data nerve center of the LAPD; all information is processed in real time so that crime spikes can be identified and officers can be dispatched quickly and accurately. RACR also houses all the social media monitoring for the police department.

Social media posts from all over the globe are tracked for relevant topics or trends that concern public safety in Los Angeles. Real-time analysis also helps police departments deploy faster to emerging situations involving active shooters, suspicious activity, mass demonstrations, or traffic accidents and hopefully mitigate harms by early attention.



The Attorney General also participated in a virtual ride-along: Civilians can follow law enforcement through social media platforms as officers go about their day. The program has been popular and has brought followers to the police department's accounts.

The second technology demonstration was an innovation within an existing system; CompStat (Computer Statistics) is a widely-used performance management software system and approach to evidence-based policing. Los Angeles has expanded the system to help develop information on a special population: Angelenos experiencing homelessness. Like Portland, Oregon, and Seattle, Washington, Los Angeles has a large and growing unhoused population, attracted by the temperate climate and availability of temporary camp locations. An estimated 44,000 Angelenos were homeless full or part time in 2015.¹⁰ Encampments tend to be fluid and populations difficult to engage, so the LAPD took a new approach to tracking encampments and connecting with other city and county agencies that provide services, such as sanitation and mental health.

Roll call with officers from the LAPD followed. There, the Attorney General thanked the officers for their service before engaging in a discussion about institutional change, community policing, and transparency efforts following the successful consent decree.¹¹ The officers then gave a demonstration of the LAPD's groundbreaking BWC program, noting that Los Angeles intends to have widespread use of BWCs as soon as funding permits—making the city's body-worn camera program the largest such program in the country.

10. Christopher Hawthorne, "What Those Homeless Camps along L.A.'s Freeways Mean for a Public Space Once Above It All," *Los Angeles Times*, December 26, 2015, <http://www.latimes.com/entertainment/arts/architecture/la-et-homelessness-and-the-freeway-20151226-column.html>.

The Attorney General closed out her first day in Los Angeles by opening the annual Summer Night Lights (SNL) series in Los Angeles City Parks. SNL is an antiviolence program sponsored by the Los Angeles Mayor's Office of Gang Reduction & Youth Development (GRYD). The parks are kept open late throughout the summer months, and young people and their families can participate in an array of free activities and entertainment. The U.S. Attorney's Office supports Summer Night Lights at Jim Gilliam Park, one of 32 sites, and volunteers with GRYD to run activities ranging from tennis clinics to pick-up basketball to face painting. The Attorney General met and had a brief engaging discussion with an SNL youth squad, young SNL employees aged 17–21 who work with program coordinators to support the events.

DAY TWO

The second day of the Los Angeles leg of the tour began at the Los Angeles campus of Facebook, Inc. DOJ leapt into the 21st century with its first-ever social media town hall. The Attorney General was joined by actors Michael B. Jordan, star of Hollywood films *Fruitvale Station* and *Creed*, and Yara Shahidi, star of ABC's acclaimed sitcom *Black-ish*. The discussion was livestreamed by Facebook and DOJ. The audience was eager to engage: High school juniors and seniors, college students, and LAPD cadets (volunteer students aged 13–20) filled the ranks, along with several police officers. Jordan moderated an open discussion, and sought input from both those present in the room and those following online. The Facebook Live Town Hall

11. Christopher Stone, Todd Foglesong, and Christine M. Cole, *Policing Los Angeles Under a Consent Decree: The Dynamics of Change at the LAPD* (Cambridge, MA: Harvard Kennedy School, 2009), <https://www.hks.harvard.edu/programs/criminaljustice/research-publications/measuring-the-performance-of-criminal-justice-systems/policing-los-angeles-under-a-consent-decree>.

was a creative and effective way to reach those who rely heavily on social media, particularly youth, to both receive information and engage on a series of important topics, including police-community relations.

“ You are creating the kind of positive atmosphere that draws our communities together, and that ultimately helps to build the stronger nation that all Americans deserve. ”

— Attorney General Loretta E. Lynch

LOS ANGELES HIGHLIGHT

During the Attorney General's visit, she participated in a virtual ride-along during which members of the LAPD use the social media app Periscope to stream video of their day-to-day experience, and officers engage with followers on Twitter to shed light on the kind of work they do every day. The LAPD uses the virtual ride-along as another means of demonstrating its commitment to providing timely online communication through social media to the communities it serves, in an effort to combat crime, keep communities safe, and build trust and relationships by keeping the public informed about what police officers do on a daily basis and other policing matters. The virtual ride-along and the engaging demonstrations at the LAPD's RACR Division, provided a great overview of the police department's innovative technological advances and how it is effectively and efficiently using technology to advance policing, to protect the safety of the public, to ensure the well-being of communities, and to improve relationships between LAPD officers and the communities they serve and protect.

Summary

THE ATTORNEY GENERAL'S COMMUNITY POLICING TOUR highlighted 12 jurisdictions across the contiguous United States, ranging in size from East Haven, Connecticut, and Fayetteville, North Carolina, to Los Angeles, California, and Miami-Dade County, Florida. Each jurisdiction has its own history, its own challenges, and its own way of implementing innovations to best meet the challenges of 21st century policing. Those challenges and innovations are consistent with the pillars that serve as the organizing framework of the *Final Report of the President's Task Force on 21st Century Policing*.

Pillar One: Building Trust & Legitimacy

Building trust and nurturing legitimacy on both sides of the police-community divide are the foundations of relations between law enforcement agencies and the communities they serve.

- In **East Haven, Connecticut**, the department made great strides in implementing procedural justice that improved community perception of officers where trust had been badly eroded.
- In **Los Angeles, California**, officers participated in Summer Night Lights, coordinating various program activities including sports leagues, arts, crafts, and literacy activities in partnership with City parks.
- In **Birmingham, Alabama**, the Violence Reduction Initiative created forums for police officers to interface directly with community members around issues of surging violence in 2015.
- In **Cincinnati, Ohio**, officers volunteer with literacy programs to ensure that kids stay on a good academic trajectory.
- In **Seattle, Washington**, the police department brought on interns who may have had contact with crime or law enforcement to help law enforcement adapt to the needs of today's young people.
- In **Richmond, California**, the Attorney General met the students involved with the RYSE Youth Center, which was born out of a student-led community movement to stem youth-on-youth homicide and create safe spaces "for young people to love, learn, educate, heal and transform lives and communities."¹²
- In **Pittsburgh, Pennsylvania**, police and community members have been meeting since 2011 to build trust and respect for and from police.
- **Miami-Dade County, Florida**, started the Peace Ambassadors Leadership Program to teach leadership skills to local youths during a period of high youth-on-youth violence.

12. "Mission," RYSE, accessed September 26, 2016, <http://rysecenter.org/about-3/mission-2/>.



Pillar Two: **Policy & Oversight**

Pillar two emphasizes that if police are to carry out their responsibilities according to established policies, those policies must reflect community values. Law enforcement agencies should collaborate with community members—especially in communities and neighborhoods disproportionately affected by crime—to develop policies and strategies for deploying resources that aim to reduce crime by improving relationships, increasing community engagement, and fostering cooperation.

- **Fayetteville, North Carolina**, embraced both body-worn cameras and radical data transparency as tools that protect both officers and civilians in their district.
- **Los Angeles** used an existing tool (CompStat) to provide hard data for a largely invisible population: Angelenos experiencing homelessness.
- **East Haven** implemented transparency and language services initiatives to ensure that all residents are able to follow through on complaints and have due process followed.

Pillar Three: **Technology & Social Media**

The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated.

- Both **Fayetteville** and **Los Angeles** deployed body-worn cameras to increase transparency and accountability, and officers in both jurisdictions reported feeling safer for wearing the cameras.
- **Los Angeles** uses state-of-the-art data and social media tracking to improve deployment of officers as well as to monitor emerging events.
- In **Fayetteville**, the Attorney General also observed a cutting-edge real-time crime data center that provides information to both the police department and the civilian population.

Pillar Four: **Community Policing & Crime Reduction**

Pillar four focuses on the importance of community policing as a guiding philosophy for all stakeholders. Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

- In **Richmond**, the police department supports a peer-to-peer mentoring program for criminally involved community members.

- In **Portland, Oregon**, the police department works closely with a variety of neighborhood groups to make sure that issues are being addressed in a timely and respectful fashion.

Pillar Five:
Training & Education

Today’s line officers and leaders must be trained and able to address a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis.

- **Phoenix, Arizona**, has an entire simulation village at the academy for de-escalation training to make sure that training reflects the actual environment as closely as possible.
- **Portland** has created a Behavioral Health Unit within the department to improve interactions with civilians suffering from mental health crises.

Pillar Six:
Officer Wellness & Safety

The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also for public safety. Pillar six emphasizes the support and proper implementation of officer wellness and safety as a multi-partner effort. Every police department cited the challenges of ensuring that their officers maintain good psychological and physical well-being. Officers must be well-recruited and well-trained, but they must also be well-supported so that a mature workforce is able to carry good work forward.

- The **Indianapolis, Indiana**, visit featured that police department’s wellness course for new recruits and other programs aimed at de-stigmatizing issues around trauma and wellness.

- **Phoenix** and **Miami-Dade** shared their approaches to changing minds and hearts through the Blue Courage program.

The Attorney General’s Community Policing Tour had its roots in Baltimore, Maryland, began in Cincinnati, Ohio, and ended in Los Angeles, California. In between, the Attorney General met countless officers, deputies, community members, youth, and local leaders who shared an iron-clad commitment to change and improvement. Despite the many challenges facing local police departments and communities, the Attorney General came away with a powerful sense of hope and optimism. “In each of those cities,” stated the Attorney General, “I heard a common theme: that when police and community members unite to construct new foundations of trust, respect and mutual understanding, cities can make extraordinary progress.” Through the examples highlighted on her Community Policing Tour, the Attorney General is confident that law enforcement and communities across this nation will continue to work collaboratively to strengthen police-community relations, foster mutual trust and respect, and ensure that our neighborhoods are safer and more secure places to live and work.

This document is a record of innovative practices and approaches championed by the 12 stops on the Attorney General’s Community Policing Tour—Cincinnati, Ohio; Birmingham, Alabama; East Haven, Connecticut; Pittsburgh, Pennsylvania; Seattle, Washington; Richmond, California; Miami-Dade County, Florida; Portland, Oregon; Indianapolis, Indiana; Fayetteville, North Carolina; Phoenix, Arizona; and Los Angeles, California. It is meant to serve as a reference and starting point for law enforcement officials—and members of the communities they serve and protect—striving to strengthen their bonds and enhance community policing strategies and practices.

Regional Justice Forums

OVER THE SUMMER OF 2016, in the face of continuing flashpoints in police-community relations around the country, Attorney General Loretta E. Lynch and Deputy Attorney General Sally Q. Yates hosted four regional Justice Forums—in Detroit, Michigan; Denver, Colorado; Atlanta, Georgia; and Newark, New Jersey. The primary goal of these forums was for the U.S. Department of Justice (DOJ) to model a productive, problem-solving structure that further elevated ongoing dialogue about police-community relations. DOJ, through its U.S. Attorneys, invited relevant stakeholders to attend each forum: local elected officials, law enforcement, young people, faith-based and community organizations, and non-profit and civil rights representatives.

The Justice Forums were hosted by the U.S. Attorney's Office in each location. The relevant U.S. Attorney opened each session, followed by brief remarks from the Attorney General or Deputy Attorney General, the mayor, and the chief of police. The forums were structured to encourage open and frank communication from participants about the current state of police-community relations and to allow them to identify areas of concern. Participants were also encouraged to share examples of what is working to improve police-community relations and to make suggestions as to how law enforcement and the communities they serve can ensure sustained communication and collaboration in order to foster trust and reduce violence.

Across all four forums, similar themes and concerns arose: Participants broached questions of police engagement practices and use of force protocols; the challenges of restoring trust in places where bonds have been

frayed for years; the role of family support in addressing juvenile justice; and race, gender, and sexual orientation as they impact policing practices—particularly in communities of color and low-income neighborhoods across the United States.

The following summaries include some of the thoughts and recommendations expressed in the Justice Forums. These ideas are aggregated and anonymized, so this document reflects the common themes, recurring ideas, and shared thinking of the nearly 200 stakeholders who attended the forums throughout the summer.¹

1. DOJ's role in the Justice Forums was to facilitate a dialogue between local community members and law enforcement leaders and to listen to their views on what actions they believe would help improve police-community relations. Accordingly, the thoughts and recommendations articulated by participants and highlighted in this section are not intended to present DOJ's view on these issues but the views and suggestions from the respective communities in which the regional forums were held.

What We Heard from Regional Forum Participants

- **History of bias and mistrust.** Communities of color feel the effects of institutional, explicit, and implicit racism in the criminal justice system and have a level of mistrust that is deeply rooted in historic and current bias.
- **Need for acknowledgment.** Reconciliation and unity cannot happen without acknowledgment. There is a need to acknowledge the truth of common experiences among people of color, poor communities, and other vulnerable populations.
- **Breadth of systemic problems.** Where institutional systemic failures exist, institutional systemic reforms have to be made. Diversity among police leadership, rank-and-file officers, and political leadership is important and helpful for building community trust, although diversity alone will not necessarily solve all the problems we face.
- **Challenges go beyond policing.** Police officers are frequently overburdened and are forced to confront a broad tapestry of social problems. In any given day, officers interact with individuals in mental health crisis or who have substance abuse issues and lack the resources to get assistance; they also serve communities where access to jobs, educational opportunities, and affordable housing may be quite limited. These realities can impact the interaction police officers have with individuals on a daily basis, and addressing these problems requires an investment of community resources beyond the police department.
- **Shared responsibility.** For law enforcement agencies to be successful in reducing crime and protecting public safety, they need active support and assistance from the citizens they serve. Communities and law enforcement should identify ways to work together to address long-standing public safety concerns and improve the quality of life in neighborhoods.
- **Youth engagement.** Law enforcement, elected officials, and other community leaders must include and listen to young people when creating solutions to improve police-community relations. Whether through youth counsels or other engagement mechanisms, young people must be brought to the table as part of the community dialogue. These decision makers should actively respond to youth voices and meet them where they are (e.g., social media) to show them what is being done and to generate support.
- **Fines and fees.** Poor people and people of color are arrested and ticketed at a disproportionate rate, which contributes to a cycle of incarceration that disproportionately impacts communities of color. There is a clear link between the criminalization of poverty and reduced public trust in the police and the criminal justice system.

Recommendations from Local Participants

Data

- Devise a way to track officers with a negative personnel history, such that they cannot resign and move to other law enforcement agencies (LEA) without that information being communicated to the new agency: e.g., establish a national registry for LEAs' use in screening recruits or new hires.
- Establish and mandate a system for reporting and tracking incidents of police misconduct and use of force incidents.

Implicit bias and diversity

- Address inclusion and implicit bias in LEA training on engagement protocols, particularly with respect to engaging with people of color, LGBTQ individuals, and immigrant communities.
- LEAs should reflect the diversity of their communities: Hiring must focus on inclusion across dimensions (race, gender, sexual orientation) for all job types at all levels of seniority.

Resources and incentives

- Ensure officers have an appropriate range of tools and resources such that arrest is not the automatic response to every problem where arrest is not warranted.

- Support officers by providing them with social programs rooted in civic institutions.
- Communities should examine how they are allocating resources (i.e., when more than half of a locality's budget goes to its criminal justice apparatus, that community is not investing in the positive and pro-social solutions that reduce poverty and crime).

Trauma

- Measure the success of law enforcement tactics by whether they are just and produce just outcomes, not simply by whether they reduce crime. We should pay attention to unintended consequences. For example, the trauma of negative police interactions could have a long-term impact on youth, which in turn could affect families and communities.
- Pay attention to officer safety and wellness, especially as a result of exposure to trauma that might affect the mental health and stability of police officers.
- Ensure victims wounded by officers receive immediate medical attention. If an LEA can guarantee an officer is on an operating table rapidly, LEAs should likewise be able to guarantee immediate first aid response in the field.

- Pay attention to the disproportionate impact of negative police interactions for transgender youth and the transgender community. There are multiple issues that affect vulnerable communities, not just race and gender but also gender identity and sexual orientation.

Education and employment

- Connect young adults to the career and employment opportunities that they need. We should not assume that type of work is happening successfully in schools.
- Prioritize dismantling the school-to-prison pipeline. Ensure we decrease suspensions and encourage a return to restorative justice to help children in need.

Accountability

- LEAs and communities should commit to implementing the recommendations from the President's Task Force on 21st Century Policing.
- Reform the grand jury system, which presents significant challenges in addressing officer misconduct.
- Advocate to change (lower) the legal standards for accountability for officer misconduct.

Examples from Local Participants on What is Working

DETROIT, MI

- Advocates and Leaders for Police and Community Trust (ALPACT) brings together police and community stakeholders on a regular basis to discuss police and community relations, to promote community trust, and to reduce tensions. ALPACT has met on a regular basis for 15 years and has provided a forum to discuss police-related shootings and other issues that test police and community relationships. The ongoing relationships between ALPACT members create a trusting environment where tensions can be voiced and diffused.
- The Michigan State Police Youth Leadership Academy exposes young people to careers in law enforcement and lets them get to know police officers on a personal level as mentors.
- Building Respect in Diverse Groups to Enhance Sensitivity (BRIDGES) is a partnership between law enforcement agencies and leaders in the Arab- and Muslim-American communities in the metro-Detroit region. BRIDGES meets quarterly to provide a forum to address issues of mutual concern and to foster better understanding on a range of topics including cultural sensitivity, hate crimes, police and community relations, and law enforcement policies and procedures.

Attorney General Loretta E. Lynch: “I am here in Detroit because I know that progress is possible and because I firmly believe that in the face of recent tragedies, we must not give in to cynicism or despair. Rather, we must redouble our efforts to build on the progress we’ve made. We must continue to have hard conversations, to ask difficult questions, and to find creative and effective solutions. And we must remind ourselves that at the end of the day, we all want the same things: to be heard and understood; to be acknowledged and respected; and to live lives of safety, opportunity and purpose.”





U.S. Attorney Barbara L. McQuade: “Law enforcement agencies cannot provide effective policing without the trust of the communities they serve. The Justice Forum in Detroit gave stakeholders a chance to hear different perspectives, explain the challenges they face, and gain a deeper understanding for how police and community can work together to improve public safety and advance the cause of justice.”

Marcell Payton, Neighborhood Service Organization Youth Initiative and My Brother's Keeper-Detroit: “My take away was that, no matter how big the problem is, us as a community, us as a family, and us as a country can come together and get it done.”

DENVER, CO

- The Gang Reduction Initiative of Denver (GRID) fosters partnerships and collaborations for the purpose of curtailing youth and gang violence by intervening and redirecting youth at risk for joining gangs to more pro-social activities and skills that will sustain them through strong schools, communities, services, and families.
- Many participants identified the constructive role faith-based organizations and churches play in providing safe spaces for youth to engage in healing and reconciliation, facilitating dialogue with police, sponsoring pro-social activities that teach life skills, and providing mentors.
- The Aurora Police Department is involved in building partnerships for constitutional policing and using the recommendations in the *Final Report of the President's Task Force on 21st Century Policing* as a framework to address changing the culture of policing.
- Mayor Michael Hancock has launched a mini-grant program aimed at generating ideas and solutions to improve police-community relationships. The first round of the Race and Justice Grant program began in April 2016, and a second round opens in December 2016. “This mini challenge is really for the community to take control of how to design activities that might allow for a different engagement with the law enforcement community,” said Mayor Hancock.



Acting U.S. Attorney Bob Troyer, District of Colorado: “We can’t be good at law enforcement if we don’t understand different communities’ experiences with law enforcement. And we can’t be great at law enforcement if communities don’t step up, share those experiences, and actively collaborate with law enforcement on solutions. We need each other to have what we both want.”



Denver Chief of Police Robert White:

“Connection can only happen if you have a voice in what we do. We are here to listen. Many of you know we are talking about de-escalation, only using force when it’s necessary, sanctity of life. We want officers to go home, but we also want those we stop or arrest to be safe at the end of the day—taking actions that are not just legal but necessary.”

Deputy Attorney General Sally Q. Yates: “As a career prosecutor, I have devoted my professional life to keeping our communities safe. Since becoming Deputy Attorney General, I’ve spent a lot of time with people of all backgrounds, from all across our country, who are working to do the same. And what I’ve found is that we are all united by so much more than what divides us. We all want to stop the use of excessive force. We all want to ensure that everyone in our country is respected by the law—no matter the color of your skin or the uniform you wear. And we all want our communities to be safer—defined by less violence, less sorrow, and more opportunity.”

Denver Mayor Michael Hancock: “You cannot look at the events of today in Dallas and Baton Rouge and not recognize that there is a breach in the covenant between the community and our law enforcement. Between 1920 and 1950, the high incidence of lynchings where law enforcement played a role contributed to the high degree of mistrust we still feel. In today’s era, we now have the iPhone, so we can relive the reasons for mistrust over and over. It is not as pervasive today; progress has been made, but we must capitalize on that progress. We still have much to do.”

ATLANTA, GA

- Atlanta is one of 15 cities selected to pilot implementation of the recommendations of the President's Task Force on 21st Century Policing and is actively engaged in the White House Police Data Initiative (PDI) to improve the reporting and transparency of police use of force and other data essential to understanding and improving outcomes related to trust and legitimacy.
- Ebenezer Baptist Church held an event trying to help individuals clear, or expunge, their arrest records (the process normally takes 150 days). These records often prevent people from getting a job or renting a home.
- Mayor Kasim Reed described a new approach Atlanta tried in September in which the city formed a team and chose the section of the community with the highest crime rate, walked it, and met with residents. He proposed inviting the participants at the forum to work with the city to take the available data to form teams to go into the toughest neighborhoods and sit in those living rooms to truly listen to and engage them in problem solving.
- In Fulton County, arrest, booking, and incarceration rates are going down. The county has seen a 46 percent decrease in the number of people incarcerated annually since 2010, a decline from 4,500 to 2,300. County government is trying to focus on prevention and intervention and prioritizing Criminal Justice reinvestment to stop so many people from going to jail.
- Atlanta has a Citizen Review Board that processed 50 complaints last year.



Atlanta Mayor Kasim Reed: “Atlanta is an intentional city. What we have achieved is unique and special. But we have a long way to go. Attorney General Eric Holder said during a visit to Atlanta that our police officers cannot be seen as an occupying force. Bonds that have been damaged must be restored; those that have never existed must be created. That is what we are here to work on today.”



Ambassador Andrew Young: “The key to the civil rights movement was we found a no-fault solution. If we can approach it with no blame, we can find a common solution. I would like us to look at this not as a police problem but a social problem, mental health issues, volatile behavior—because we know about it. Let’s see the whole picture.”

U.S. Attorney John Horn, Northern District of Georgia: “Events around the country have focused our attention on relationships between police and minority communities. Unfortunately, trust and legitimacy between law enforcement and the communities they serve vary depending on the community in which one lives. It is a tragedy when a community sees police not as their protector but as a contributor to their victimization. Law enforcement and community groups are working every day on innovative programs and initiatives to bridge these gaps, but there is still much that can be done. Events like today’s forum help to open the lines of communication between law enforcement and our community leaders, and together we can identify specific actions we can take to increase the communication, trust, and mutual respect between law enforcement and all our communities.”



Deputy Attorney General Sally Q. Yates: “We asked you to be honest, and you have been very frank with us. When you are having a conversation like this, if it is not difficult, if it is not painful, if it is not hard, you are not doing it right.”

NEWARK, NJ

- The New Jersey Communities Forward program was developed in the wake of the death of Eric Garner. This forum brings together law enforcement and community leaders to have candid, honest, and difficult conversations in a safe place. The goal is to build relationships such that law enforcement and citizens can empower their own communities.
- In October, the New Jersey State Attorney General issued a Law Enforcement Directive that requires all sworn state and local law enforcement officers to take five credit hours of in-service cultural diversity training by December 31, 2017, the purpose of which is to promote positive interactions with, and outreach to, all residents in the community, including residents of all racial, ethnic, and religious backgrounds and lesbian, gay, bisexual, and transgender individuals.
- Newark is developing programs where community members mentor new police officers. This changes the dialogue and allows young officers to learn about the people they serve from a community mentor.
- The Jersey City Police Department started the Muslim American Advisory Council. It is youth based, with youth on the council as well as a variety of religions. Participants sit together and discuss problems and then move to shared solutions. We build relationships and then hear from the community about young people who may be being radicalized or who are experiencing other personal issues that we can help to address. We also have had cultural awareness training that has really improved how our officers' engage with the Muslim community.

Attorney General Loretta E. Lynch: “Now we are at a point where we are facing the frayed trust between law enforcement and the community. We must move forward to address the issue of trust. Communities are grabbing this issue and sitting down with police officers to learn more from one another. The two important words here are community and policing.”



Attorney General Loretta E. Lynch: “You cannot have a safe community without a protected and secure community. We will find solutions where we can find safety and security in one another. It can be done.”



U.S. Attorney Paul Fishman, District of New Jersey: “In many towns in New Jersey, there is real distrust between the police and the neighborhoods they are sworn to protect. But, New Jersey also has an engaged group of community members, advocates, law enforcement, students, and clergy who have been thinking about and working on these issues for years. All of you who are here today are leaders who understand the complexity of these problems and are committed to finding constructive, innovative, and lasting solutions.”

Newark Mayor Ras Baraka: “We have done community CompStat in the city. We have civilians in our internal affairs programs. We’ve done extra training for new officers. We have a clergy affairs unit made up of all faiths working together with the police in the community. We have relationships we can use before there is a crisis as well as in a crisis to support us.”

Chief Chris Trucillo of the New Jersey Transit Police Department: “We want our officers to see what other options they have before they get themselves in a deadly situation. We want our officers to have confidence by having a number of ways, especially communication skills. We teach them their most important skill is to listen: ‘Take time to listen.’ We drill them on this.”





Summary

Nearly 200 people participated in the four regional Justice Forums. Each forum's U.S. Attorney committed to establishing working groups to follow up with participants on implementation strategies. These conversations were essential, but action is now required. The regional Justice Forums demonstrated that the will to create stronger and more effective community-police relationships already exists; but to capitalize on that energy, states and localities nationwide must invest their time and resources and forge new partnerships to fully implement the principles and values of community policing.

Justice Forums— Key Stakeholders

DETROIT, MI

Population: 677,116

Date: August 3, 2016

Speakers

Attorney General Loretta E. Lynch
U.S. Attorney Barbara L. McQuade
of the Eastern District of Michigan
Congressman John Conyers Jr. of the
13th District of Michigan
Detroit Mayor Mike Duggan
Detroit Police Chief James Craig
Dearborn Chief Ronald Haddad
Flint Police Chief Tim Johnson

Presentation leaders

Rev. Wendell Anthony, Detroit NAACP
Prosecutor Kym Worthy, Wayne County
Community leader Eva Garza DeWaelche,
SER Metro
Darnell Blackburn, Michigan Commission
on Law Enforcement Standards
Marcell Payton, NSO Youth Initiative and
MBK-Detroit

Invited organizations

2nd Ebenezer Church
American Civil Liberties Union
American-Arab Anti-Discrimination Com-
mittee (ADC)
Anti-Defamation League
Arab American Civil Rights League
Black Family Development
Black Lives Matter
Congress of Communities
Detroit Hispanic Development Corp.
DLIVE Program
Downtown Detroit Partnership
Equality Michigan
Greater Grace Temple
Grosse Pointe NAACP
High School and College Students
Hudson-Webber Foundation
LGBT Detroit

Invited organizations (cont'd)

Macomb NAACP	Neighborhood Services Organization
Michigan Association Chiefs of Police	New Detroit
Michigan Commission on Law Enforcement Standards	New Starlight Baptist Church
Michigan Roundtable Diversity/Inclusion	Sinai Hospital Trauma Intervention
NAACP Detroit	Skillman Foundation, My Brother's Keeper Detroit
National Action Network	Wayne State University Center for Peace, Conflict Studies

DENVER, CO

Population: 682,545

Date: September 29, 2016

Speakers

Deputy Attorney General Sally Q. Yates
Acting U.S. Attorney Bob Troyer
Denver Police Chief Robert White
Denver Mayor Michael Hancock
COPS Office Director Ronald L. Davis
Civil Rights Division Head Vanita Gupta

Invited organizations and individuals

4th World Center for the Study of Indigenous Law & Politics	Aurora Communities of Faith
African Community Center	Aurora National Association for the Advancement of Colored People (NAACP)
Agency for Human Rights & Community Partnerships, City of Denver	Aurora Police Department
American Civil Liberties Union of Colorado	Brother Jeff's Cultural Center
Anti-Defamation League	Café Cultura
Asian Pacific Development Center	Calvary Chapel

Centro San Juan Diego	Interfaith Alliance of Colorado
City of Denver Safety Youth Programs	Justin Valas, Asian American Community Activist
City of Denver Youth Success Program	Lakewood Police Department
CMCC	Matthew Shephard Foundation
Colorado Community Church	Mayor, City Manager, Chief of Police, Commerce City
Colorado Immigrant Rights Coalition	Mayor, City Manager, City of Aurora
Colorado Latino Forum	Mayor's Office, City and County of Denver
Colorado Legal Services	Mexican Consulate, Denver
Colorado Muslim Connection	Mi Casa Resource Center
Colorado Muslim Society	NAACP, Denver Branch
Colorado Sikhs	Neighborhood Services, City of Aurora
Debbie Ortega, City Council At Large	New Covenant Alpha Omega Ministries
Denver Islamic Society	New Hope Baptist Church
Denver LGBT Commission	Northeast Denver Islamic Center
Denver Police Department	Office of Immigrant & Refugee Affairs, City of Denver
Director of Public Safety, City of Denver	One-Colorado
District Attorney, 17th Judicial District	Padres y Jovenes Unidos
District Attorney, 18th Judicial District	Pastor Chris Jimenez
District Attorney, City & County of Denver	Paul Lopez, Councilman District 3
District Attorney, Jefferson & Gilpin County	Potter's House of Denver
Elevate Denver Church	Servicios de la Raza
FBI: Acting SAC, Civil Rights Program, Media Coordinator & Community Outreach	Sheriff, Jefferson County
Federal Public Defender	Shorter AME Church
FRESC	Spring Institute and Lady Fatima Center
Friendship Baptist Church	St. Stephens Missionary Baptist
Gang Reduction Initiative of Denver (GRID)	Tha Myx, Youth Representative
Graham Memorial Community Church	The Deloris Project
His Lu of United Latin American Citizens (LULAC)	Together Colorado

ATLANTA, GA

Population: 463,878

Date: October 2, 2016

Speakers

Deputy Attorney General Sally Q. Yates

U.S. Attorney John Horn, Northern District of Georgia

Atlanta Mayor Kasim Reed

Ambassador Andrew Young

Civil Rights Division Head Vanita Gupta

Community Relations Service Head Paul Monteiro

Invited organizations and individuals

Al Farooq Masjid

ATF ASAC

Atlanta NAACP

Atlanta Police Department

Basic Diversity

Black Lives Matter, Morehouse College

Chief Magistrate Judge, USDC

Communications Director, GSU SGA

Davis Bozeman Law Firm

DEA Atlanta Division SAC

DeKalb County Police Department

District Attorney, Fulton County

Dunwoody Police Department, President of GACP

Ebenezer Baptist Church

Emmaus House

FBI Atlanta Field Division SAC

First Data

Freedom Two Love

Georgia Bureau of Investigation

Georgia Justice Project

Georgia NAACP

Gideon's Promise

HIS Atlanta SAC

Latin American Association

Lindsay Street Baptist Church

Mayor of Atlanta

Muslim Student Association,
Georgia Tech University

National Association Black in
Criminal Justice

National Center for Civil
and Human Rights

NOBLE National President

Peachtree City Police Department

Regional Director, CRS

Returning Citizen

Rockdale County Sheriff's Office

Savannah-Chatham Metropolitan
Police Department
Save OurSelves
Solicitor General, Clayton County
Solicitor General, DeKalb County
Southerners on New Ground
Stewart, Seay, and Felton

Student Life, Morehouse University
Urban League of Greater Atlanta
U.S. Attorney, Middle District of Georgia
U.S. Attorney, Southern District of Georgia
U.S. Secret Service SAC
Youth Coordinator, Sharpton Network,
Spelman University

NEWARK, NJ

Population: 281,944

Date: October 7, 2016

Speakers

Attorney General Loretta E. Lynch
U.S. Attorney Paul Fishman, District of New Jersey
Newark Mayor Ras Baraka
Newark Public Safety Department Director Anthony Ambrose

Invited organizations and individuals

1199 SEIU	Cumberland County Prosecutor
ACLU-NJ	Delta Sigma Theta-Social Action Committee
African American Office of Gay Concerns	FBI-Newark Division
Atlantic City Police Department	Federal Monitor-NPD Consent Decree
Bergen County Prosecutor	Essex County Prosecutor
Camden Count Community Activist	Garden State Equality
Camden County Police Department	Hudson County Prosecutor
Capital City Community Coalition	Jericho Baptist Church
City of Newark, Public Safety Department	Jersey City Police Department
Rutgers School of Criminal Justice	Latino Leadership Alliance

Invited organizations and individuals *(cont'd)*

Montclair Police Department

My Brother's Keeper-City of Newark

NAACP New Jersey State Conference

National Action Network

Ner Tamid

New Jersey Communities Forward

New Jersey Institute for Social Justice

New Jersey State Police

New Jersey Transit Police Department

Newark Chapter-NAACP

NJ Region-Anti-Defamation League

Paradise Baptist Church

People's Organization for Progress

South Asian Community Outreach

Student Activist, New York University

Student Seton Hall Law School

Student, Shabazz High School

Student, South Hunterdon Regional HS

U.S. Marshall DNJ

Union County Prosecutor

This publication is a record of innovative practices and approaches highlighted through the community policing work of the U.S. Department of Justice from 2015 to 2016. Recounted are the 12 stops on the Attorney General’s Community Policing Tour (Cincinnati, Ohio; Birmingham, Alabama; East Haven, Connecticut; Pittsburgh, Pennsylvania; Seattle, Washington; Richmond, California; Miami-Dade County, Florida; Portland, Oregon; Indianapolis, Iowa; Fayetteville, North Carolina; Phoenix, Arizona; and Los Angeles, California) and the four regional Justice Forums of 2016 (Detroit, Michigan; Denver, Colorado; Atlanta, Georgia; and Newark, New Jersey). This publication is meant to serve as a reference and starting point for law enforcement officials—as well as members of the communities they serve and protect—that are striving to strengthen their bonds and enhance community policing strategies and practices.



U.S. Department of Justice
Office of Community Oriented Policing Services
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Washington, DC 20530

To obtain details about COPS Office programs, call
the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at www.cops.usdoj.gov.