POLICE OVERSIGHT BOARD
OUTREACH SUBCOMMITTEE
Monday, February 27, 2017 – 5:00 p.m.
Plaza del Sol Building, 600 2nd Street NW
Basement Hearing Room, #160

<u>**Members Present**</u>
Rev. Dr. David Z. Ring III
Johnny J. Armijo

<u>**Others Present**</u>
Edward Harness, Exec. Director
Amanda Bustos

<u>MINUTES</u>

I. **Welcome and Call to Order:** Subcommittee Chair Ring called the meeting to order at 5:00 p.m.

II. **Approval of the Agenda**: Subcommittee Member Armijo moved to approve the agenda as written/presented. Member Ring seconded the motion. The motion was carried by the following vote:
For: Armijo, Ring

III. **Approval of Minutes:** Copy of the minutes from the January 31, 2017 Community Outreach Subcommittee meeting were distributed and reviewed. Subcommittee Member Armijo made a motion to approve the minutes as written. Member Ring seconded the motion. The motion was carried by the following vote:
For: Armijo, Ring

IV. **Public Comments**
a. Mr. Larson would like to see programmatic goal oriented approach to outreach. Offered resources to subcommittee members to help establish a definition of outreach. See (attachment "A"). He would like to see a mission statement specifically for POB Outreach Subcommittee. Suggests committee develop mission statement to help build structure and consistency amongst outreach efforts that supports building community relationships and restoring trust. Commented how he understands how difficult CPOA/POB's outreach is, given the general attitude of APD and their lack of taking advantage of opportunities to correct ill attitudes of the community. He gave one example of where and when this happened at the Northeast area command's CPC meeting.

V. **Discuss plans for Study Session-**
   a. Johnny J. Armijo, see (attachment "B") for Mr. Armijo's handout. This handout is a draft of elements that can help committee create structure (ie. Mission, goals, objectives, target audience, etc.):
      1. Mr. Armijo would like to develop consistency for outreach efforts. He would like the CPOA to record a video presentation, 15 minutes or so that explains what the CPOA/POB is. The idea is that POB members will have access to this presentation for their own outreach opportunities out in the community. Dr. Ring agrees.
      2. Things to consider: who target audience is and how long POB members will be serving. These factors will help consider sustainability in outreach efforts. Dr. Ring discusses challenges of POB member terms and acknowledges the need to create a structure to be in place for transitions.
   b. POB's Mission Statement: "Advancing Constitutional policing and accountability for APD and the Albuquerque Community." Dr. Ring asks, "What is our purpose?" Question was asked to be used as a brainstorm for committee members. Mr. Armijo suggests that each committee member brainstorm on their own and be prepared to present individual thoughts and ideas to further define what the outreach subcommittee's purpose and role is at a later meeting.
   c. Mr. Larson commented and suggested based on what committee members are discussing, it sounds like the short term goal is to establish a purpose and structure, and the long term goal is to implement that. Further narrow purpose when defining what POB is doing for the community, but urges members to think broader to build community support as a long term goal to have results. Increase knowledge, attitudes, and beliefs to help build hope and trust for community members.
   d. **Committee Homework:** We will continue this conversation at the next meeting. Be prepared to discuss individual thoughts and ideas related to the handout Mr. Armijo provided. See (attachment "B").

VI. **Upcoming Outreach Opportunities**
   a. **GOV-TV**
      1. GOV-TV has offered the CPOA an opportunity to record PSA's on a regular basis. Dr. Ring would like to do a recording with Mr. Harness talking about what the CPOA does and have Chair Fine discuss what the POB does. Once we establish the direction for outreach, the committee can determine the style of PSA's recorded for the City's YouTube channel. Copy of email from GOVTV offering PSA recordings, see (attachment C).

b. Possible Grant Opportunity- Community Link

    1. Greg Hallstrom with Community Link, reached out to Dr. Ring about a possible grant opportunity from the Corporation for National and Community Services. This grant is specific to Safer Communities, Strengthening Law Enforcement Community Relations. See (attachment "D") for a short description. Ms. Bustos will reach out to POB's council to see if CPOA/POB is eligible for applying for this grant opportunity. The following link will provide more information: http://bit.ly/2klZDQk

VII.   **CPOA Report -** *Edward Harness, Executive Director*. Director Harness gave the following report:

    a. CPOA will be hosting the CPC Summit on 03-01-2017. The CPOA is taking a look into whether they will be regularly attending CPC meetings every month.

    b. Miriam did a presentation at UNM as an effort to recruit a student intern for the CPOA. Mr. Harness was surprised how many students had never heard of Police Oversight before and suggests that the committee be cognizant of that when developing outreach efforts.

VIII.   **Other business**. None

IX.   **Next Meeting**. The next meeting of the Community Outreach Subcommittee meeting will be held on Monday, March 27, 2017 at 5 p.m.

X.   **Adjournment.** A motion was made by Member Armijo to adjourn the meeting. Subcommittee Member Ring seconded the motion. The motion was carried by the following vote:

For: Armijo, Ring

APPROVED:

_____   _____

Rev. Dr. David Z. Ring III, Chair   Date

CC: Julian Moya, City Council Staff
       Natalie Howard, City Clerk
       Isaac Benton, City Council President

Minutes drafted and submitted by:
Michelle Contreras, Senior Administrative Assistant

Attachments

(Attachment "A")

Advancing 21st Century Policing: Exploring the Phoenix Police Department's Best Practices for Building Community Engagement

Northern Arizona University, Justice Studies Faculty

Dr. Cindy Scott, Dr. William Crawford and Commander Joe LeDuc

October 2016

Bios

Dr. Cindy Scott holds the position of Associate Clinical Professor and Lead Faculty for the Justice and Intelligence Studies programs at Northern Arizona University (NAU). As the program leader, she is charged with developing undergraduate and graduate degree plans and building education/community partnerships that support practitioners in the criminal justice field. In this capacity, Dr. Scott launched NAU's Justice and Intelligence Studies programs by building a comprehensive development team, which was tasked with creating over 30 new undergraduate and graduate courses. Prior to joining the faculty at NAU, Dr. Scott worked as a detective with the Phoenix Police Department, specializing in undercover narcotics, media relations, and community-based policing. In addition to her work at NAU, Dr. Scott assists law enforcement's Women's Initiative Network (AZ WIN) with evaluation research, acts as a crime prevention specialist for Channel 15 news, and serves as the President of the Arizona Justice Educators Association. Cindy Scott holds a Doctorate degree in Educational Leadership, with an emphasis in Criminal Justice from NAU, as well as a Master's degree in Criminal Justice and a Bachelor's degree in Communications, both from Arizona State University.

Dr. William H. Crawford III serves as the Senior Vice President of Chandler-Gilbert Community College, one of the Maricopa Community Colleges. Dr. Crawford's experience in higher education also includes serving as Chair of Mesa Community College's Administration of Justice Studies Department, ten years as a residential (tenure track) faculty

member, and seven years as adjunct faculty. Additionally, Dr. Crawford currently serves as an adjunct professor with Northern Arizona University, where he teaches Justice Studies courses. Prior to serving the Maricopa Community College District, Dr. Crawford was employed by the Phoenix Police Department where he held numerous leadership positions and served with distinction for over 23 years as a career employee and 10 years in a volunteer capacity - totaling more than 33 years of sworn law enforcement service to the Phoenix community. During his many years of service, he was assigned to a variety of bureaus and departments, including: patrol, detectives, community relations, personnel, and training. William Crawford holds both Doctorate and Master of Education degrees from Northern Arizona University and a Bachelor of Science Degree in Justice Studies from Arizona State University.

Commander Joseph LeDuc has worked for the Scottsdale Police Department for over 25 years and currently commands one of his Department's four police districts. Early in his career, Commander LeDuc helped to spearhead the effort to bring Community Policing concepts to his organization and implemented one of the City's first neighborhood police offices. Commander LeDuc has worked as a Homicide Detective and Drug Enforcement Administration Task Force Officer; supervised the Special Victims Unit and Internet Crimes Against Children function; and commanded the Special Investigations Section, which included the Intelligence and Drug Enforcement Units. Commander LeDuc develops curriculum and teaches for Northern Arizona University in the Justice and Intelligence Studies programs. Commander LeDuc also presents for Not My Kid, a not-for-profit drug-education organization, and chairs the Arizona State Governor's Parent's Commission on Drug Education and Prevention. Commander LeDuc holds a Bachelor of Science Degree in Business Management from the University of Phoenix and a Master of Education degree from Northern Arizona University.

Introduction

In light of recent conflicts between law enforcement and community members, particularly in communities plagued with a high crime rate and a large minority population, President Obama ordered the 21st Century Policing Task Force to identify strategies for promoting crime control while simultaneously building trust between law enforcement and the community (President's Task Force, 2015). Based on their findings, the Task Force outlined six main pillars that will foster a positive police and community relationship (i.e., advance 21st Century Policing).

While each of the six pillars focuses on an area vital to the successful implementation of 21st Century Policing, evidence suggests that pillars 1-4, which promote community engagement, form a vital foundation from which the other pillars can grow. The development of community engagement rests upon the trust and legitimacy a police department establishes with its community. As such, effective police departments must pay particular attention to community perceptions (i.e., how the community views its police department), for community members must *believe* the officers serving the community are doing so with legitimacy and honesty.

Following the recently publicized, nationwide police shootings involving African American community members, many police departments have experienced troubling community conflicts. However, the Phoenix Police Department (PPD), which serves a large diverse community (U.S. Census Bureau, 2010), has been able to maintain collaborative police-community dialogues and facilitate peaceful community protests, even when its officers engage in questionable activities. To assist police departments throughout the country build similar relationships with their respective communities, this White Paper will highlight some of the PPD's noteworthy community engagement strategies.

Background of the Problem

The nature of police work, including the constant human interaction with various populations, sometimes results in conflict, which may or may not be attributable to officer misbehavior or unsubstantiated claims of officer misconduct. Another way of thinking of this is that police practices are occasionally controversial, and law enforcement's failure to recognize cultural diversity may be a contributing factor. "Some of the most problematic encounters involving the police occur between white police officers and minority citizens. Encounters between the police and Blacks, Hispanics, Native Americans, and Asians indicate that a good deal of hostility remains as a result of racist attitudes, historical distrust, and past discrimination" (McCamey, Scarmella, & Cox, 2003, p. 150). Law enforcement officers are policing ever increasing, diverse communities. The citizens of those communities expect their officers to, at a minimum, possess a base-level recognition and understanding of cultural differences to ensure justice and provide for the safety of the community.
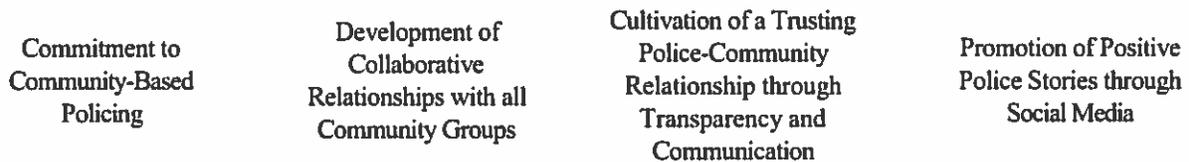
The police are the primary agents of social control in our society, and they are charged with the responsibility to "serve and protect." Therefore, it is incumbent upon the police community to find a balance between controlling and preventing crime while preserving individual rights. Inherent in finding this balance is the recognition that community trust in the police plays a significant role (President's Task Force, 2015).

Best Practices

Similar to other metropolitan police departments, the PPD struggles with community divisions based on race and religion. In spite of rigorous hiring standards, it also employs officers who occasionally make poor decisions and engage in unethical actions. However, the PPD is unique in its ability to foster productive dialogues with all community groups, and to avoid violent community protests, even when faced with controversial actions by its officers.

The PPD's leadership, community policing detectives, community leaders, and media personnel all attribute the Department's success to its deep-rooted commitment to community engagement. To achieve this level of community collaboration, the PPD employs a multifaceted approach focused on developing a trusting relationship with the community.

Figure 1: PPD's Strategies for Promoting Community Engagement

Commitment to Community-Based Policing	Development of Collaborative Relationships with all Community Groups	Cultivation of a Trusting Police-Community Relationship through Transparency and Communication	Promotion of Positive Police Stories through Social Media

Commitment to Community-Based Policing

Development of positive police-community partnerships takes effective leadership and dedication, qualities that have been embedded in the culture of the PPD for decades. Beginning with the adoption of community-based policing in the 1980s, Phoenix communities were served by a more collegial police officer. As opposed to acting as the sole guardians of law and order, PPD leadership focused on training officers to work collaboratively with community members to address issues identified *by the community,* not solely law enforcement (M. Kurtenbach, personal communication, August 11, 2016). This new policing strategy helped build community trust in police officers, a sentiment that was deeply shaken following the violent police-community confrontations of the previous decades (Bureau of Justice Assistance, 1994).

Like most police departments, the PPD started community policing with the proverbial "walking-beat officer." However, unlike other police departments, the PPD's commitment to serving the community through police-community

collaboration never waivered; conversely, it evolved and expanded. Even during the recent years of budgetary austerity in Phoenix, PPD's Assistant Chief Kurtenbach, who serves as the Department's leader over community programs, ensured the Department maintained its commitment to cultivating police-community relationships, arguing that these programs are essential to the Department's ability to effectively protect and serve the community (personal communication, M. Kurtenbach, August 11, 2016). The PPD currently supports more than twenty different programs (e.g., School Resource Officers, Abatement, Citizen Police Academy, Getting Arizona Involved in Neighborhoods (G.A.I.N.), Safe Business Network), each designed to foster a positive police-community relationship ("Community Relations Bureau," 2016).

Developing Collaborative Community Relationships

PPD Assistant Chief Kurtenbach suggests that community engagement begins by cultivating relationships with community leaders. He personally fosters these relationships by meeting with community leaders, formally and informally. Even during times of police-community discord, when community leaders favor division over collaboration, he takes the time to extend an "olive branch" by meeting community leaders for dinner or coffee—anything that opens the dialogue. Kurtenbach stresses that these interactions demonstrate to the community the PPD's genuine commitment to a collaborative partnership (M. Kurtenbach, personal communication, August 11, 2016).

For Kurtenbach, collaboration does not denote pandering. He suggests that the development of a positive police-community relationship is dependent upon the leadership's willingness to listen to the community and create open dialogue, but not to pander or concede to all of the community's demands. Violence, in his experience, is not diffused by giving-in, it is reduced by communities and law enforcement working together to solve problems *the community* views as important (M. Kurtenbach, personal communication, August 11, 2016).

We need to get to know each other. It is all about the relationship and meeting in the middle to solve community problems.
—Assistant Chief Kurtenbach, Phoenix Police Department

PPD's Community Relations Bureau (CRB) Lieutenant, Dennis Orender, shares Assistant Chief Kurtenbach's views on the power of community relationships. He suggests that the Department is able to diffuse emotionally charged police-community conflicts, because of its heartfelt commitment to developing relationships with *all* of the City's community groups. In his Bureau, these relationships develop as a result of CRB's commitment to continuously working with leaders of every community group (e.g., African American community, Muslim community, Jewish community, Hispanic community).

The community leader is able to call the [CRBJ detective at any time. They share information back and forth. Just because we are cops and we have been around for 20 years, we don't know everything. I sit down with a lot of community members and listen to their suggestions. It makes the community members feel like they have a voice, and I listen.

-Lieutenant Dennis Orender, Phoenix Police Department, Community Relations Bureau

Comments from Phoenix's African American, Faith-Based Community

Pastor Warren Stewart Jr., who serves as a community leader in Phoenix's African American, faith-based community, believes the collegial relationship he shares with the PPD's leadership fosters collaborative problem solving, which leads to peaceful protests. Of particular significance is the PPD leadership's history of engaging in open communication with community leaders following questionable police actions. For example, in 2014, after a PPD officer shot an unarmed African American man, the Department's leadership reached out to Pastor Warren so they could collaborate on a plan for addressing the needs of Phoenix's African American community. When this same type of incident occurs in other cities, violent protests and riots often occur. PPD achieved a different result, because its established community relationship allowed a productive dialogue to take place (W. Stewart, personal communication, September 16, 2016).

Chief Yahner is for the community. He takes a lot of time to listen to the community. During protests, they [police officers] come out and protect us. People can be as mad as they want, but the police are there to protect us. Chief Kurtenbach [Assistant Chief of Community Services] and Marchelle Franklin [Director of Police Community Affairs] go to the people. They are humble enough to help. Chief Yahner walked in a protest. I've never seen another chief in the nation walking in the protest. I can get with them, if they are going to do that, to be so humble.

—Pastor Warren Stewart Jr, African American Community, Faith-Based Leader

Cooperative Relationships

Lieutenant Orender suggests that the PPD avoids violent protests, because CRB detectives have relationships established with community groups long before a contentious incident occurs. As such, when an emotionally charged police action takes place, the respective CRB detective can reach out to the community group leader, analogous to a friend talking to another friend during a time of crisis. These two "leaders," one from the community and one from the police department, are then able to work together to facilitate a peaceful outcome. And, as with any good friend, the police representative listens to the concerns of the community and works diligently to ameliorate the situation, to facilitate peace (D. Orender, personal communication, September 16, 2016).

The Phoenix Police Department is successful in avoiding violent protests, because we have relationships in place long before something bad happens. We have liaisons established with protest groups, community groups, [etc.]. And when they want to protest, we work together to help facilitate a peaceful protest. We close [traffic] lanes and we march in plain clothes along with them.

When an unofficial Black Lives Matter group, with 1200 protestors, marched through Phoenix, we helped them organize. We did everything possible to accommodate their requests. Then the leader decided to take the protest to the freeway. We told

them repeatedly we could not allow the protestors on the freeway. So, when they turned to go on the freeway, we had to act and there was a clash; we had to keep them off the freeway. We did not end up like Ferguson, because we had those relationships established. The protestors saw how accommodating we were, so when the clash took place, the community understood why.

—Lieutenant Dennis Orender, Phoenix Police Department, Community Relations Bureau

Cultivating a Trusting Police-Community Relationship

Interactive Department Website

The PPD's Public Affairs Bureau (PAB) Lieutenant, Paul Taylor, believes that, through honesty and transparency, the PPD develops a trusting police-community relationship. One of the tools the Department uses to promote transparency is its interactive website. On the site, the Department lists important contact information, creates an easily accessible process for submitting citizen complaints, provides community outreach information, and shares updates on positive initiates occurring within the Department. The goal of the website is to create a forum for the community to learn about and communicate with their police department. In true collaborative fashion, the PPD's leadership listens to feedback from the community, evaluates the comments, and implements needed changes (P. Taylor, personal communication, September 15, 2016).

I attribute our community success to transparency. We stay engaged and get involved with the community. —Lieutenant Paul Taylor, Phoenix Police Department, Public Affairs Bureau

On-Body Cameras

The Department's community involvement led to the realization that the police-community discord in other cities caused its own community members to lose trust in the PPD. To reinforce the police-community relationship, the community needed more than just internal and external police oversight. In response, the PPD initiated a pilot-test to determine the feasibility of an on-body camera program. Their findings revealed that, for body cameras to truly promote community trust, the Department must be willing to share the good videos with the bad, a finding the PPD was prepared to accommodate. In light of the results, the PPD made the decision to implement a 3-year plan to equip all officers with on-body cameras (P. Taylor, personal communication, September 15, 2016).

[For body cameras] to build trust, true transparency must exist. You cannot just highlight those incidents that showcase positive police-community interactions. You have to release the good [video] with the bad.
—Lieutenant Paul Taylor, Phoenix Police Department, Public Affairs Bureau

Effective Communication with the Media

To further promote transparency, the PPD expeditiously responds to media requests and releases as much information as possible. According to Lieutenant Taylor, the Department's leadership believes successful community engagement is dependent upon community trust, and community trust is dependent upon transparency. As such, transparency is the building block from which community engagement can develop. As opposed to hiding from negative stories, the Department brings the information to the community's attention as quickly as possible, through the mainstream media (P. Taylor, personal communication, September 15, 2016).

Figure 2: Transparency as the Building Block of Community Engagement

Transparency   I _____ I   Community Trust   I_____ I   Community Engagement

Lieutenant Taylor notes that the PPD followed its transparent, honest, and upfront strategy when it advised the media, in 2016, that three officers were accused of forcing a man to eat marijuana in lieu of going to jail. The PPD's response focused on proactively releasing the truth, as opposed to hiding from such an explosive story (P. Taylor, personal communication, September 22, 2016). The Department immediately shared information with the media, summarized the accusations, advised the community through the media that these actions were not reflective of nor supported by the PPD, and promised the community that swift justice would prevail. In a true example of honesty and transparency, the Department expedited the investigation, the accusations were confirmed, and the officers involved elected to resign in lieu of termination (Frank, 2016).

Comments from the Media

To collaborate the strategies the PPD purports to use, this White Paper also includes comments from individuals, outside the Department, who have experience with the PPD's honest and transparent communication. In addition to corroborating the PPD's comments with Pastor Stewart, Jr., interviews were conducted with two reporters: Andrew Blankstein (NBC News) and Mike Broomhead (KFYI Radio).

NBC News Reporter

Blankstein, who has over 25 years of media experience, notes that effective police departments in the current environment quickly comment on issues. Before the era of social media, a police department could take hours if not days to comment on a contentious story. In today's world, departments are not afforded that time; to control the dialogue, they must offer as much information as possible to the community, as quickly as possible, or risk the community creating a story on its own (M. Blankstein, personal communication, September 20, 2016).

Police departments can lose the publicity battle within 3 hours. When they sit on it [the story], people are going to start drawing
their own conclusions. If the department comments or not, people are commenting. Then the department
is forced to react to a reaction. —Andrew Blankstein
(NBC News Crime Reporter)

To effectively release information to the media in the current environment, Blankstein offers the following suggestions:

> Identify stories that will draw press attention (e.g., officer involved shootings, multiple shooter cases/serial shooter, celebrity cases)

> Quickly decide what information can be released, facts that will not compromise a case. It is a mistake to withhold basic facts.

> Quickly release basic facts.

> Avoid holding information from the onset; it leads to the media wondering what you are hiding.

Blankstein agrees with Lieutenant Taylor's assertion that the PPD quickly and transparently releases information to the media. He points to the Department's release of information related to the 2016 Maryvale serial shooter case. In response to these crimes, the PPD promptly shared as much information as possible with the media. He believes the Department employed strategies that preserved the integrity of the investigation while simultaneously sharing enough information with the community to negate a need for social media to create an independent story (M. Blankstein, personal communication, September 20, 2016).

KFYI Radio Reporter

Mike Broomhead, from Phoenix's KFYI radio, offers similar comments regarding PPD's transparency. He believes that PPD's commitment to getting out in front of negative stories helps to promote trust and transparency. Moreover, the professionalism displayed by the PPD's public information officers enables him to quickly learn the facts on stories, allowing him to go on air in a timely manner and report the facts (M. Broomhead, personal communication, September 20,2016).

They [PPD PIOs] are very good at maintaining professionalism. And when someone does something wrong, they get out in
front of it. They do not hide or force [me to use] FOLA [Freedom of Information Act].
—Mike Broomhead, Reporter, KFYI Radio, Phoenix

Effective Use of Social Media

The PPD was one of the first police departments in the nation to devote resources to promoting a positive image of the department to the community, through the mainstream media (e.g., TV, radio, newspapers). Through the creation of a "good news public information officer (PIO)," the PPD became committed to sharing stories that showcased the great community work routinely preformed by its police officers. The Department's focus on promoting "good news" stems from the theory that mainstream media acts as the "watchdog" of government, and thus, primarily focuses on investigating and sharing negative police stories. As such, unless a police department actively shares the positive work by its officers, positive police stories will largely go unnoticed by the greater community.

The PPD continues to share positive police stories with the community, however, it is no longer reliant on the mainstream media to "pick up" stories. Instead, the Department uses social media platforms, such as Facebook, Twitter, and NextDoor, to directly engage the community. Lieutenant Taylor suggests that social media is most effective when the Department uses it to share positive news stories or positive police-community events. He refrains from posting negative or controversial stories on social media, because they tend to spark pro-police versus anti-police debates, as opposed to facilitating positive police-community exchanges (P. Taylor, personal communication, September 22, 2016).

Lieutenant Taylor notes that social media alone will not create a positive image of a police department to the community. Instead, social media must be part of a larger strategy. For the PPD, this approach includes using multiple forums for creating collaboration with the community, employing effective training that produces professional officers, and executive and line leaders who emulate positive community engagement (i.e., adopt community policing strategies, promote trust and transparency).

Community Engagement Training and Hands-On Leadership

In addition to the community engagement strategies previously highlighted, the PPD also promotes the development of positive police-community relationships by training new officers on the importance of positive police-community interactions, and ensuring supervisors mentor and mirror the Department's focus on building a respectable relationship with the community. Assistant Chief Kurtenbach personally speaks to all new officers and shares stories to showcase the importance of maintaining professionalism and embracing a positive relationship with the community. Moreover, the PPD's Executive Staff purposefully exemplifies community engagement at every opportunity and devotes resources to ensuring its organizational leaders support the Department's positive police-community organizational goals (M. Kurtenbach, personal communication, August 11, 2016).

The PPD's focus on using effective training and hands-on leadership to promote ethical officers is in line with the scholarly research. According to White and Escobar (2008), effective officer training is paramount to the successful implementation of progressive policing strategies, such as community-oriented policing. However, officer training alone will fail if it is not supported and mentored by leaders and administrators. As such, the entire organization needs to foster a culture that promotes positive and collaborate police-community interactions. Ashcroft, Daniels and Hart (2003) argue that, for supervision to effectively promote organizational goals, such as community-oriented policing strategies, administrators must encourage field supervisors to actively observe their officers' interactions and model the organizational goals.

Recommendations

To advance 21st Century Policing, police departments can look to the PPD's community engagement strategies for guidance. The PPD's multifaceted approach produces positive results for the Department and the community, and its strategies can be adapted to the cultures of other police agencies. However, it is important to note that the PPD cultivated positive and trusting police-community relationships over several years; therefore, to achieve similar results, agencies should expect a long-term commitment.

To promote community engagement, police agencies should consider the following:
1. Commitment to community-based policing through the adoption of police-community partnerships and programs.
2. Development of collaborate relationships with all community groups.
3. Promotion of honesty and transparency through open police-community communication, effective use of technology, and responsiveness to the mainstream media requests.
4. Sharing of positive police-community stories through social media.

Conclusion

For a police department, the development of trust and legitimacy does not rest solely on the implementation of internal rules, policies, and oversight. Instead, it develops when rules, polices, and oversight are coupled with transparency, honesty, and positive police-community relationships. The PPD's long-lasting dedication to community engagement, as well as evolving policies, community-based programs, and the promotion of positive news stories through social media, has allowed the PPD to develop and maintain these necessary community traits. The effectiveness of its strategies has been demonstrated through its positive police-community relationships in this era of police-community discord, as well as feedback from members of the community and the media. As such, police departments throughout the nation, which are committed to advancing 21st Century Policing, can gain considerable insight by examining the PPD's community engagement strategies (pillars 1–4 of 21st Century Policing).

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(Attachment "B")

POLICE OVERSIGHT BOARD
COMMUNITY OUTREACH COMMITTEE
STRUCTURE
D-R-A-F-T

-We need to come up with the following for our structure-

PURPOSE:

GOALS:

OBJECTIVES:

TIMELINES:

<u>General information and ideas to start:</u>

➤ We need to have a good understanding of the target audience: who do we want to reach?
➤ Know the subject to be able to communicate/articulate the true position of the committee and the POB.
➤ As I mentioned, we should have a **15** minute video from Ed (possibly Chair Fine adding a bit) talking about - what is the CPOA/POB? (We would need projector etc-Amanda?)
➤ Establishing community partnerships-with who, why?
➤ How long will members be on the POB to get the process moving?
➤ We need to be responsive to the citizens at the meetings and they can assist in possibly problem solving ideas-direction etc.
➤ Other ideas and suggestions

POB COMMUNITY OUTREACH COMMITTEE

IDEAS

5 Essential Elements of Every Community Outreach Plan

Community outreach is a unique discipline within **public relations.**

For public agencies trying to change consumption behavior, developers wanting to inform a neighborhood of a change or non-profits hoping to gain support, the challenge is to influence the community as an outsider.

Along with posing additional communication challenges, the major difficulty for community outreach—and its differentiator from other forms of public relations—is that your target audience is typically **not interested in what you're trying to say.**

Think about it.

People seek products or services to solve immediate pain points. If there's no perceived problem, there's no need to seek a solution. Community members going about their daily lives typically aren't:

- Proactively looking to change their behavior
- Hoping to become informed about something they aren't aware of
- Picking up another cause to support

In short, the people you're trying to communicate with don't know about your project and don't care.

Clearly, the main goal of community outreach is to make the target audience care, but the "how" is where some organizations miss the mark.

As with all sound communication plans, there is no silver bullet to achieve program objectives. Instead, organizations must develop a strategy that leverages the right content, across the right channels, at the right time.

It's easier said than done, but to ease the process, here are five crucial elements to developing an effective and efficient community outreach plan.

1. **A good understanding of the target audience**

Rule #1 of good communication: Know your audience.

What this really means is to know what unifies the community and what's important to them so you can effectively tailor your outreach.

Once you know what the community finds important, you'll be able to communicate how your project aligns with those values. The community is going to ask themselves, "so what?" to any new information thrown at them, and your outreach should always answer that question.

2. Be proactive

Since you know the community is going to question the information you're trying to convey, <u>be proactive in explaining what's in it for them</u>. Seize the opportunity to control messages that will make a first impression. If you don't, the door is open for detractors and the ill-informed to steal your thunder or create turbulence that will compete against accurate information.

Proactivity is necessary across all channels where conversations in the community are happening. Make sure journalists covering the beat are informed, have a website and social media presence to push information and identify other touch points to utilize. The more information you provide, the more you empower the community to be involved in the process.

3. Community partnerships

Find creative, mutually beneficial ways to partner with organizations already serving the audience you want to connect with. These groups have built trust with their members and those they influence, so a partnership serves as third-party validation of your organization, the project and its mission.

The best partnerships are with groups whose purpose aligns with the goals of your project. Determine how your project is complementary to their mission because you don't want to compete for the same attention.

4. Engage in-person

The old saying, "advertisements don't sell products, people sell products" is true for community outreach. Make creating face time with the community a priority in your strategy.

People are skeptical. Face-to-face meetings are important for removing that skepticism and creating personal relationships. Even better, get influencers involved in creating a solution early on so that they become ambassadors for the project and its goals.

Always remember that communities want to be a part of the process, not have something thrust on them.

5. Be responsive

Being part of the process also means dialogue should flow two ways. Some community input should find its way into the plan. Too often, agencies bring **a 95% developed solution** to a community and don't leave room for responsiveness.

The engagement must be early enough in the process to allow for stakeholder input. If you know a component of a project is a perfect fit for the community, engage them in a way that allows them to "discover" that component as a solution. People always love to support their own ideas.

Of course, the most important part is presenting a project that is valuable to the target community. Once you've identified the value, there are many different techniques and strategies to communicate it effectively.

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From:	Lucero, Diego L.
Sent:	Tuesday, February 07, 2017 2:22 PM
To:	Bustos, Amanda; Harness, Edward
Subject:	GOV-TV Studio Video Productions

Good afternoon,

I just wanted to write a quick note to invite you or anyone applicable from your team to take advantage of getting your Department's & Division's upcoming events, current or future projects, or just general message out to the constituents by utilizing GOV TV. We here at GOV TV are able to create a variety of video production that might appropriately fit the need of your Department or Division.

Our staff will be conducting studio interview productions this month on February 22nd, 23rd and 24th. Each of our departments have many projects, initiatives and everyday services that many in the public are unaware of, GOV TV broadcasts on Comcast channel 16 and streams each and every production via YouTube. Each department can utilize the YouTube stream on their own respective websites as well, each of these are effective way to get your message out to the public.

Below is a Youtube video link of an example of a finished product of a studio recording.

https://youtu.be/4mhVU8xTYGA

If you have someone on staff to conduct the interviews we would gladly set a pre-production meeting and assist them in how to assemble questions, and prepare for the interview. If you do not have anyone on staff that is available to be on camera we can arrange for someone f from our staff to conduct the interview.

Here are some possible ideas for shows among the many for the Police Oversight Board:

- Updates on the Board
- Interviews with each board member
- Inform citizens of how they can help, how to attend meetings, etc.

We will plan to do studio recordings on a regularly scheduled basis each month. If this month does not work please let us know how can proceed to begin soon after.

Many times are still available during our scheduled February studio recording days, if you know the topic you would like to discuss and have a interviewer available along with their guests please email your time request to Margaret Michel (mmichel@cabq.gov) with that attached paper work filled out and we will add you to our calendar. If you need some assistance in any way please do not hesitate to reach out to me, Diego Lucero (dllucero@cabq.gov) and we can help you out however necessary.

As a side note if on-location sit down interviews is easier or makes more sense for the topic being discussed we can also arrange for those types old production outside of the scheduled studio days.

Such as this: https://youtu.be/FFtCqpDlbW8

If a more in-depth documentary style production is needed to show the great things your department is doing, we can also arrange to discuss ideas and possibilities of that.

Here are samples of that style of work our staff has recently done:

https://www.youtube.com/watch?v=PbEpjpq_RyA

https://youtu.be/Ev1L5DhaKDQ

Thank you,

Diego Lucero
Media Resources Manager
City of Albuquerque - GOV TV 16
dllucero@cabq.gov

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(Attachment "D")

Programs

Focus Areas

Special Initiatives

Newsroom
Home

Evidence & Research
2017 AmeriCorps State and National Grants - Targeted Priority
Knowledge Networks

NOFA/NOFO End Date: Wed, 05/10/2017

CFDA number: 94.006

Contact Information

AmeriCorpsGrants@cns.gov

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2017 AmeriCorps Funding Priorities

With this competition, CNCS seeks to prioritize the investment of national service resources in:

- **Healthy Futures:** Reducing and/or Preventing Prescription Drug and Opioid Abuse
- **Safer Communities:** Strengthening law enforcement and community relations

Application Deadline

The deadline for applications to the 2017 NOFO is **Wednesday, May 10, 2017 at 5:00 p.m. Eastern Time**. Organizations that propose to operate in only one state must apply through the Governor-appointed State or Territory Commissions. Each state and territory administers its own selection process and puts forward to CNCS the applicants it selects to compete for funding. State applicants must contact their State Commissions to learn about their state or territory processes and deadlines which may be significantly before the CNCS deadlines and may have additional requirements. The list of State and Territory Commissions can be found here: http://www.nationalservice.gov/about/contact-us/state-service-commissions

Single-state applicants from South Dakota are eligible to apply directly to CNCS for the FY 2017 competition. If you are a potential applicant from South Dakota, please contact AmeriCorpsGrants@cns.gov for additional guidance.

Intent to Apply

Applicants are strongly encouraged to submit a Notification of Intent to apply for this competition, but it is not required. Notifications of Intent to Apply should be filed by Wednesday, April 19, 2017. You can access the (optional) Notification of Intent to Apply here   .

Funding Announcement, Mandatory Supplemental Guidance, and Application Instructions

2017 Notice of Funding Opportunity (PDF)
2017 Mandatory Supplemental Guidance (PDF)
Instructions for existing Commissions, National Directs, and Subs (PDF)
2017 Application Instructions (PDF)

Performance Measure Instructions