

# The Police and Community Trust (PACT) Initiative



## PACT Report, 2015 - 2017

### Introduction

The Police and Community Trust (PACT) Initiative began in 2014 with meetings of a small group of individuals with visions to improve effective communication and positive relations between law enforcement and citizens of Oklahoma City. These meetings brought together law enforcement agencies and advocates from across Central Oklahoma, many understanding law-enforcement and community relations quite differently. Though several of the initial organizing group, such as Milton Combs, Jr., Roosevelt Milton, Jr., Chief William Citty, and Garland Pruitt, were involved in community relations work for many years. One prominent case that initially brought these together was the controversial 2002 police encounter with Mr. Donald Pete. Many years later, many other Oklahomans were brought together in light of Micheal Brown’s death in Ferguson, Missouri. The deaths and injuries to citizens and officers; growing social division; national unrest; distorted perceptions; and, increased violence are the most compelling reasons to take proactive action in Oklahoma. The initial core group included Oklahoma City Police Chief William Citty; Oklahoma City Police Officers Juan “Paco” Balderrama and Waylan Cubit; Garland Pruitt; Councilwoman Christine Allen-Price; Sara Bana; Dr. Dwain Pellebon; Milton Combs, Jr.; and, Joshua Brinkley. This group developed the identity and general mission of the initiative and worked cooperatively to address community and law enforcement concerns related to trust. They agreed to develop a sustainable model to enhance law enforcement/community relations, they named it the Police and Community Trust (P.A.C.T.) Model, later to become the P.A.C.T. Initiative.

### Table of Contents

<b>Introduction</b>	1
<b>The Inaugural 2015 PACT Forum</b>	2
PACT Forum Contextualization	3
PACT Forum Organization	4
PACT Forum Survey Results	5
<b>The Inaugural 2016 PACT Summit</b>	
Summit Goals and Objectives	6
PACT Presummit Activities	8
PACT Summit Activities	10
Summit Recommendations and Action Items	11
<b>PACT Summit Progress Reports</b>	
Midwest City Police Department	13
OU Health Sciences Center	17
Oklahoma City Police Department	21
Norman Police Department	27
Lawton Police Department	34
<b>The PACT Model</b>	
Description	37
Advantages of Decentralization	38
<b>The 2018 Decentralized PACT Model</b>	
Description	39
Mission, Goal, and Objectives	39
Components of PACT Initiative	41
PACT Protocol and Process	43
Lawton Police Department	43
<b>Steps to Initiate the Decentralized PACT Model</b>	44

One important dynamic of the coalition was to have a divergent, even opposing, perspectives to discuss best practices in policing. This group began outreach to others in law enforcement and the community to build a coalition of members before the first PACT forum. PACT's coalition was made up of two stakeholder groups: Law Enforcement and Non-Law Enforcement, with each group working to enhance dialogue across members and to discuss challenges within their own membership

When the first public PACT event was held (2015 PACT Forum), the active stakeholders included Police Chief representation included William Citty of Oklahoma City; Keith Humphrey of Norman; Brandon Clabes of Midwest City; James Smith of Lawton; Joe Lester of the Cleveland County Sheriff's Department; Garland Pruitt of the Oklahoma City NAACP; Brady Henderson of ACLU Oklahoma; and, Dr. Robert Powitzky of Justice and Serious Mental Illness. More stakeholders were recruited over the following two years to build the coalition.

This progress report of the Police and Community Trust (PACT) Initiative was prepared by Dwain Pellebon, Ph.D., LCSW and Sara Bana. The report describes the three major public events; the organization of the original model; describe the approved PACT Action Items resulting from the 2016 PACT Summit; PACT's mission and goals; and, the 2018 Decentralized PACT model. This report can be a resource to not only describe the model, but it would be sufficient as a guide for a law enforcement agency to implement in their jurisdiction.

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*Most often the audience would leave feeling some sense of psychological relief, only to remain concerned.*

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## The Inaugural PACT Forum

March 7, 2015

The 2015 PACT Forum was the first public event of the coalition. The core group discussed previous forums dealing with police/community relations in the Oklahoma City area. The consensus was that forums were typically limited in terms of both the hosts and audience. Most are held with primarily the Oklahoma City police department as the sole law enforcement representative. There have been others with the Oklahoma City police officials and community leaders, but none with a representation of police departments across several counties. Another observation was there was no observable follow-up or methodology to apply ideas which may have arose at the event.



Most often the audience would leave feeling some sense of psychological relief, only to remain concerned. The steering committee worked to address these matters as the event was designed. Some members on the committee believed a large and broad forum would be unmanageable. However, in the end, the committee decided to be bold and hold a forum with broad representation of both law enforcement and community leaders.



### **P.A.C.T. Forum contextualization**

The committee's decisions on the events format were informed by understanding the voices that do not feel heard. For some families, many citizen experiences with law enforcement have had negative outcomes. Such persons would detail examples of alleged racial profiling; false arrest; excessive use of force; and, even death has changed their lives forever. The committee understood that no statements of "police following policy" or "they reacted to protect themselves" would be meaningful to family members with these experiences. That pain and anger is real and undeniable. The forum had to present itself in a manner to hear these voices. Then, there is the family of that dedicated police officer, who loved his or her community and responsibility to protect it. When that officer is killed by a citizen in the line of duty, that family feels just as much pain and anger. Because, like the previous example, this life was also taken without just cause. Though law enforcement bears more responsibility to be accountable, they want reasonable acknowledgment of their sacrifice and service. They also do not want the actions of some influence the general perception of all field officers. The law enforcement and non-law enforcement representatives were prepared to seriously listen to questions, suggestions, and concerns. They understood there would be some angry and expressed emotion. That understood, the initial goal was to provide a safe place and chance to be heard.

### P.A.C.T. Contextualization

How many of you have attended forums, spoke your piece, only to think nothing will happen? *(Pause)* This forum is not for you to release anger and go home. So, what is different about this forum? We will video record and analyze everything you present to this panel. With that information these panelists and others will plan for a PACT Summit. There they will discuss and disagree; but, they will attend for the purpose of negotiating agreed-upon recommendations toward real change. Everyone has a role in improving relations, the task begins by everyone here genuinely listening to one another's concerns and feelings. And if you sign up to stay informed, (we will pass out clipboards), EVE, that is, ending violence everywhere, will keep you updated on this progress. We hope that all can agree on why we are here.

The forum panel included the Police Chiefs of Oklahoma City, Norman, Midwest City, and Lawton. The non-law enforcement participants were Garland Pruitt of the NAACP-OKC; Brady Henderson of ACLU-Oklahoma; Rev. Justin Lindstrom of Oklahoma Conference of Churches; Oklahoma County Sheriff's Department; Oklahoma Conference of Churches; and, Dr. Robert Powitzky, Justice and Serious Mental Illness. The target audiences were the Black and Latino Communities because the committee agreed these social groups have a history and current tensions with law enforcement. Sara Bana and Dr. Dwain Pellebon of Ending Violence Everywhere (EVE) coalition organized and moderated the event; The PACT forum is designed to bring together Law Enforcement and other agencies to hear citizen concerns, opinions, and demands on how to improve law enforcement relations with minority communities. Because the panelists represent groups with diverse perspectives, the expected results will make this forum the first of its kind. Despite these differences, honest speech and open minds will begin a process of healing, understanding, self-reflection, and change for

Both law enforcement and the community. This format also created an opportunity for citizens to voice their grievances and experiences directly with law enforcement leaders instead of going through third parties or a bureaucracy. The method was an open-mic of audience members speaking and expressing themselves with the moderator having the microphone. Citizens stood in line to wait a turn to speak. The panelists were responsible to listen and take notes, unless a matter had to be addressed at that moment. It was stressed that panelists write down specific issues raised by the audience that they would be expected to address. One reason for this format was to avoid a back-and-forth exchange between two individuals as a panel looked on. It could lend to a single concern having disproportionate forum time. After the audience spoke, the law enforcement panelists addressed the audience with either comment or added on input and suggestions from any of the non-law enforcement panelists. The exchanges went as planned with the event being an overall success. Surveys were done after the event to gauge overall reactions and current attitudes about law enforcement (Figure 1).

**Figure 1. P.A.C.T. Forum Survey Notable Results / March 21, 2015  
Dwain Pellebon, Ph.D.**

Descriptive Statistics Mean Scores of Panelists and Audience combined (scale 1 – 5)		
Survey Items	N	Mean
The forum was a positive use of my time	41	4.1951
I want to see more police in my neighborhood.	40	3.9750
Most of the panelists seemed to be there for the right motives.	40	4.2500
I follow the law, but I am still very afraid of the police.	39	3.4359
The EVE moderators did their job and followed the forum rules.	41	4.3171
I can count on the police to help me when I need them.	41	3.5854
I feel hopeful the planned summit will help police & community relations in time.	40	4.0250
I do NOT trust the police to follow the rules and laws.	37	3.0270

Scale: 1 - 2.9 = disagree with item; 3 - 3.9 = disagree & agree with item; 4 - 5 = agree with item.

Descriptive Statistics Mean Scores of Audience only (scale 1 – 5)		
The forum was a positive use of my time	32	4.1563
I want to see more police in my neighborhood.	32	4.1250
Most of the panelists seemed to be there for the right motives.	32	4.2188
I follow the law, but I am still very afraid of the police.	32	3.8125
The EVE moderators did their job and followed the forum rules.	32	4.2812
I can count on the police to help me when I need them.	32	3.2812
I feel hopeful the planned summit will help police & community relations in time.	32	3.9688
I do NOT trust the police to follow the rules and laws.	32	3.1562
The forum was a positive use of my time	32	4.1563

Scale: 1 - 2.9 = disagree with item; 3 - 3.9 = disagree & agree with item; 4 - 5 = agree with item.

**Statistically Significant Correlations:**

There is a correlation ( $r = .52$ ) between *trusting the police to follow rules* and *wanting to see them in the person's community*. Yet, a similarly high correlation ( $r = .53$ ) is found between *being very afraid of the police* and *wanting them in their community*. This suggests the public wants a police presence, even if there is a trust problem. A reasonable interpretation is that there is a perceived need for police despite the distrust. The distrust issue being important is further supported by a negative correlation ( $r = -.29$ ) between the *belief one can count on the police to help* and *being very afraid of the police*. The final statistically significant correlation ( $r = .39$ ) is those who *believe they can count on police to help* also are *hopeful the planned summit will help police and community relations*.

This brief report provides results that are in-line with what most would have predicted. In my opinion, these are useful results. It shows the public is willing to give police an opportunity to build trust while enduring the anxiety of this opportunity. The committee is certainly free to interpret the meaning of this data for themselves. The small sample size limited what could be done statistically with the data, but it is a positive start.

The information gathered from the PACT forum was used to prepare for the inaugural P.A.C.T. Summit. The primary goal for the Pact Summit was to produce actual recommendations of police action and policies to increase and sustain positive police and community relations.

## The Inaugural PACT Summit

January 27, 2016

The 2015 PACT coalition implemented the P.A.C.T. Forum, which produced significant interest and community information. The forum highlighted existing perceptual differences between the audience and panelists based on personal experiences, embedded cultures, and procedural knowledge by all involved. This event crystallized realizations about perceptions, concerns, and long-held distortions by the participants. Such information and insights helped the coalition shape a vision to enhance community trust. The PACT Summit was one step toward the vision.

The forum led the way to organize the coalition's inaugural P.A.C.T. Summit. The P.A.C.T. Summit built on the forum by taking concrete steps to identify and promote best practices in policing. As these are implemented on an on-going basis, we believe community concerns can (over time) be replaced with more positive community support for law enforcement. This initiative required a broad and dedicated coalition of law enforcement, non-law enforcement professions, community agencies, and individuals to collaborate on the summit. The summit set an example of unity among persons with different positions during a socially divisive time.



### P.A.C.T. Summit Goal and Objectives

- The P.A.C.T. Summit's primary goal was to develop a proactive, optimal, and sustained law enforcement/community relations model to implement in Oklahoma. This goal shall be achieved by meeting the following objectives:
- Bring law enforcement leaders together with community leaders, stakeholders, and consumers to collaborate on best practices in law enforcement procedures.
- Bring law enforcement leaders together with community leaders, stakeholders, and consumers to collaborate on methods to educate the community and non-law enforcement agencies and organizations about the police profession and practices.
- Facilitate a constructive dialogue leading to agreements of understanding, expectations, and accountability to maintain a coalition.
- Use the summit results to influence law makers, stakeholders, and persons of influence to invest in the model statewide.
- The summit members shall describe and recommend a P.A.C.T. Model for future implementation.

Using a collaborative strategy, the Summit was another step toward an improved relationship between law enforcement and the communities of Central Oklahoma. This summit provided a significant opportunity to test the model's hope to measurably reduce mistrust; racial tension; lack of understanding;

misunderstanding of police procedure and policy; and, social division between law enforcement and communities Oklahoma. There was a tremendous amount of effort to implement the event. The following outlines the planning committee and their roles, summit agenda, participant organization, funding, location, and logistics.



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***In the logistics phase, law enforcement agencies, professional agencies, organization, and consumers implement the summit framework.***

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The Summit planning committee has developed the process, initial summit framework, agenda outline, and identified key participants to recruit. Those in the initial planning stage understood their roles were to facilitate the process to implement the summit. The planning team included PACT Chairpersons, Dr. Dwain Pellebon and Sara Bana of the Ending Violence Everywhere (E.V.E.) Coalition; Milton Combs, Jr. of the PEOPLE Foundation; Major Robert Cornelison from the Midwest City Police Department; Capt. Juan Baldarrama and Lt. Waylan Cubit from the Oklahoma City Police Department; Garland Pruitt of the NAACP-OKC; Midwest City Councilwoman Christine Allen-Price; and, Amanda Rauh of Amnesty International of Oklahoma. In the logistics phase, law enforcement agencies, professional agencies, organizations, and consumers implement the summit framework. Each stakeholder was their organization's or

Group's Representative at the summit and advocated for their interests. The participant law enforcement stakeholders were Police Chiefs Bill Citty (OKC), Keith Humphrey (Norman), Brandon Clabes (Midwest City), James Smith (Lawton), Allen Lane (Spencer); James Albertson (OU-Health Sciences Center); and, Sheriff Joe Lester of Cleveland County. The non-law enforcement stakeholders were Garland Pruitt, NAACP-OKC; Brady Henderson, ACLU-OK; Jacob Hill, Oklahoma Office of Disability Concerns; Kristie Mitchell, YWCA of Oklahoma City; Ercin Demirci, Raindrop Turkish-American Cultural Center; and, Dorscine Spigner-Littles, MLK Prayer Breakfast Committee. The committee also sought professional consultation from external advisors before and during the summit including David Smith, attorney; Jennifer Chance, Office of the Governor; Midwest City Councilwoman Christine Allen-Price; State Senator Anastasia Pittman, Oklahoma Black Caucus; and, Judge Robert Hudson, Oklahoma Court of Criminal Appeals. The above and new stakeholders were placed into *Conference Groups* (a term described later) representing different perspectives.

## Introduction

*In order for the P.A.C.T. Summit's goal and objectives to be reached in a one-day framework, it was absolutely necessary for stakeholders to complete all pre-summit goals. This section describes the groups, their goals and objectives, specific activities, and the purpose of this preparation work. There were several advantages of identifying, discussing, and organizing issues and concerns before the summit: (1) provided an opportunity for Conference Group members to socialize themselves and learn the positions they have in common; (2) served as a practice ground for the nature of work expected at the summit; (3) provided an opportunity to see what other Conference Groups are feeling and thinking without confrontation; (4) allowed the time needed to complete a time consuming task; (5) eliminated "non-negotiable" issues before the summit; and, (6) identified issues that can be agreed upon before the summit.*



## P.A.C.T. Groups

There are three groups involved in pre-summit activities. First the P.A.C.T. Planning Committee (PC) were tasked with keeping the other two groups organized, identify tasks, establish deadlines, and share relevant information across all participants. The above-mentioned conference groups were designed to move the process with every professional area considered before summit discussion. Conference Groups were divided into two major stakeholders: The Law Enforcement Conference Group (LECG) and Non-Law Enforcement Conference Groups (NLECG). The LECG consists of all law enforcement agencies at the summit. They were charged to complete five goal-oriented pre-summit phases by agreed deadlines. The NLECG was a collection of three separate groups, loosely organized by "Activist and professional organizations, mental health/substance abuse, and religious/other organizations." These Conference Groups were also charged to complete five pre-summit phases with goals by agreed deadlines.





### 1. Phase One - Initial Organization

The initial objectives for the Conference Groups were to organize themselves and plan their schedule of activities. The *President's Task Force on 21<sup>st</sup> Century Policing* (PTFR) is the first source of recommendations as each stakeholder identified all *Recommendations* and *Action Items* in the report specific to the stakeholder's agenda. Organize these findings using the Pre-Summit Tool to share at your initial Conference Group meeting.

### 2. Phase Two - Identifying Working Recommendations.

Each group identified and ranked (by importance) working recommendations they believed will enhance relations between law enforcement and the community (particularly communities of color and low income. These were written and organized by topic area. The primary task of Phase Two was for each CONFERENCE GROUP to rank five recommendations to submit to the Executive Committee (EC). This should result in the EC having a total of at least 20 Recommendations to discuss, prioritize, and prepare for distribution for Phase Three.

### 3. Phase Three – Focusing the Recommendations.

The LECG and NLECGs met separately and discussed the working recommendations list. Though the subcommittee provided a new prioritization based by alleviating duplicates, each Conference Group reprioritized the recommendation list to present for the collaboration phase. An equally important task of this phase was to create at least one *Action Item* (i.e. the concretely worded solution) for each recommendation. Also, during this phase, Conference Groups designated their final representative(s) with the authority to speak for them. Phase Four representatives must have both the authority and organizational context to accept recommendations on behalf their department.

### 4. Phase Four – Intergroup Collaboration.

This was designed to be a professionally facilitated collaboration of all Conference Group representatives to discuss the reprioritized collaborative recommendations selected in phase three. The primary goal of this session was to reduce the collaborative recommendation list down to at least five, but no more than ten, summit recommendations. This final list must include non-law enforcement issues to discuss. This list will not be ranked ordered, the decision should shift to the five-ten recommendations with the most overall support. This phase was done through email contacts through the Executive Committee

### 5. Phase Five – Determining the Summit Issues.

Each Conference Group convenes to discuss the summit recommendations and examine the possible action items. The goal of this phase is to rank order the list and reduce it to five *summit recommendations* with three action items per recommendation. The summit recommendations should reflect the belief that all Conference Groups share some responsibility for change. The Conference Groups submitted the summit recommendations and action items list to the EC who discussed, prioritize, and prepared the list for the summit.

## Summit Breakout Sessions

The first two facilitated sessions separated the Law-Enforcement and Non-Law Enforcement Conference Group representatives. Initially, each specific Conference Group carefully discussed each summit recommendation and action item which emerged from the process. They successfully achieved the goal of agreeing on the summit issues applicable action items. The three NLECG Conference Groups convened to negotiate which summit recommendations they will bring to the larger Conference Group to present for discussion. All Conference Group Representatives returned with agreed recommendations and action items for their respective group to discuss, prioritize, and vote them into summit recommendations. At this point, the LECG and NLECG remained separate, but for the first time, each Conference Group only discussed recommendations and action items related to their group. In other words, LECG only discussed the law enforcement recommendations, not the NLECG issues. Likewise, the NLECGs only discussed recommendations and action items related to member organizations in their Conference Group. The plan provided for disagreement and rejection of action items. The Conference Groups unexpectedly adopted all recommendations by a majority vote to present to the full summit. Some action items that were originally written to be organizationally specific (e.g. the Norman Police Department or the ACLU) were reworded as deemed necessary. The final session was the full gathering and culmination of the PACT Summit. All Stakeholders gathered to review and vote to adopt each recommendation with its corresponding Action Items. The process was so thorough, that by time the stakeholders came to vote, the Action Items were discussed in detail. The end result was that all 21 Action Items presented for vote received unanimous adoption for implementation by PACT members as resources and time allow. The Inaugural PACT Summit was a clear success, and the participants worked hard to produce the following PACT Recommendations and Action Items:

## Introduction

The P.A.C.T. Summit achieved agreements on solutions to issues/concerns which emerged from the pre-summit activities. These solutions were voted upon and deemed “recommended by the summit” by a majority vote. With the summit work complete, the foundation is set to perform measurable objectives to achieve the recommended solutions. This description describes the groups, their goals and objectives, and specific activities which took place at the Inaugural P.A.C.T. Summit.

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“I thought the Summit went well and agree we need to include more stakeholders. Our work in building trust between stakeholders and the community will never be done. It is something we can’t take for granted and the Summit is another good way to build that trust. The product from the summit will help Department’s, if taken seriously, set goals and allow stakeholders to have a say in how we police our communities. It does not replace all the other efforts throughout the year that we have to do to nurture and improve the relationships between police and our citizens. I personally thank you and Sara for your willingness to have the summit and for the mutual respect between us that you have allowed to occur. I feel we have all learned from this process and as a result have become more knowledgeable about all sides of police and community issues. It’s a never-ending process and I am proud of the work that was done yesterday, as well as looking forward to improving on the next one....”

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*William City, Oklahoma City Police Department, January 28, 2017*

*This list of recommendations and action items are organized based on the pillar area and by importance. The source of the recommendation is listed in parentheses following the statement (e.g. LECG is the Law Enforcement CG).*

**Recommendation—** *Each Law Enforcement Department should promote safety and wellness at every level of the organization.*

**Action Item-1:** Employee Assistance Program available for officers in crisis.

**Recommendation—** *Each Law Enforcement Department will implement family (Parent/child, couples) communication training. (LECG)*

**Action Item-2:** Increase public education (focused on parents), on how to educate their children to better deal and communicate with police/sheriff.

**Recommendation—** *Each Law Enforcement Department will develop implement law enforcement image improvement programs through regular and direct public contact at schools, places of worship, parks, etc.*

**Action Item-3:** Provide a stronger positive police/sheriff presence and engagement at local community events.

**Action Item-4** Increase engagement with the community through social media outreach.

**Action Item-5** Increase participation in the number of public forums and town halls at local schools, churches, and public venues to address police-community relations and solutions to community issues.

**Recommendation—** *Each Law Enforcement Department should promote safety and wellness at every level of the organization.*

**Action Item-9:** Random drug and alcohol testing for all officers.

**Action Item-10:** Cops helping Alleviate Police Problems (C.H.A.P.P.s) available for officers suffering police related issues.

**Recommendation—** *Communities should participate in developing a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable (e.g. socioeconomic class, ability, sex/gender, age, mental/physical health, disenfranchised, etc.)*

**Action Item-6:** “Coffee with a Cop” – local PD collaborated with an area coffee shop or restaurant provide coffee for a law enforcement officer and members of the community who are invited to stop by and have “Coffee with a Cop”, discuss Community issues, build relationships and say thank you. This model is currently being used in Norman.

**Action Item-7:** Promoting implemented training via news media, official website and social media with the purpose educating the public on law-enforcement/community specific training.

**Recommendation—** *Each Law Enforcement Department and community members should develop partnerships with Oklahoma’s non-law enforcement resources to advise and develop high quality training through curriculum advisement and development. In addition, partnerships with other training facilities across the country will promote consistent standards and innovative training in mental health, crisis intervention, cultural, and other areas to increase the effectiveness of community engagement.*

**Action Item-8:** Make it a higher priority for our training leaders/administrators to focus on developing partnerships with community leaders and organizations.

**Recommendation—** *Better police community collaborations across the board, including faith-based institutions, treatment agencies and organizations, senior institutions, mentorship programs, schools, civil rights organizations, and student organizations.*

**Action Item-20:** Police/sheriff department public relations officers will share details of current and planned community relations/collaboration programs with other PACT police/sheriff departments examples would include the OCPD’s FACT and TRIAD programs).

**Recommendation—***Communities should participate in developing a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable (e.g. socioeconomic class, ability, sex/gender, age, mental/physical health, disenfranchised, etc.)*

**Action Item-12:** Involving community professionals and subject matter experts in new training curriculum, best practice models and techniques.

**Action Item-13:** Provide additional training to all officers specifically dealing with treating/communicating with all citizens who come in contact with law enforcement with respect, dignity and more effective communication techniques.

**Action Item-14:** To increase the overall professional awareness of sexual victimization, law-enforcement shall implement one or more of the following:

- (a) increase efforts to recruit female officers;
- (b) include gender sensitivity training in the academy;
- (c) develop a yearly review online module of sexual harassment and gender sensitivity information; and,
- (d) sponsor a "boys respecting girls" program in the public schools (similar to the DARE program).

**Recommendation—***Each Law Enforcement Department will implement Emotional Intelligence and Social Interaction training.*

**Action Item-19:** Implement Anti-bias and de-escalation Training. Research shows that even well-intentioned humans (and thus, police officers) manifest unconscious biases that can impact on their perceptions and behavior. The goals of this training would be: (CG3)

- (a.) *Implement Implicit-Bias training for all officers* to recognize that all humans, have biases, conscious and unconscious;
- (b.) To understand how these biases can affect a police/sheriff officer's perceptions and behavior;
- (c.) To understand how biased policing impacts the individual officer, the community members served by the officer, and the officer's police/sheriff agency;
- (d.) To develop skills and tactics to reduce the influence of bias on policing; and,
- (e.) To develop skills and tactics in de-escalating encounters before they reach a critical level such as the "7-Steps Approach to De-escalation". (LE, CG3)

**Recommendation—***Each Law Enforcement Department and community members should develop partnerships with Oklahoma's non-law enforcement resources to advise and develop high quality training through curriculum advisement and development. In addition, partnerships with other training facilities across the country will promote consistent standards and innovative training in mental health, crisis intervention, cultural, and other areas to increase the effectiveness of community engagement.*

**Action Item-15:** Have a designated individual within the police/sheriff department to seek out best practices from other departments across the nation and abroad.

**Action Item-16:** The target market for Central Oklahoma for Crisis Intervention Training (CIT) will focus on the following locations that have law enforcement and/or security officers on site: Universities and colleges, Hospitals and large medical centers, Public and private schools (PreK – 12), and First responders, including EMTs and fire departments.

**Recommendation—***Each Law Enforcement Department, together with civil rights organizations and local non-profits, should integrate civil rights/disability/mental health advocates and community leaders into departmental CLEET training at both the academy and continuing education levels.*

**Action Item-17:** Police/sheriff departments can reach out to non-profits, subject matter experts, and community advocates to make recommendations and improve training.

**Action Item-18:** CLEET shall consult with the Mental Health Curriculum approval team for recommendations and/or curriculum development meant for CLEET approved mental health education materials. The Mental Health Curriculum approval team will collaborate with CLEET and law enforcement agencies to distribute and provide approved mental health training.

**Recommendation—***Each Law Enforcement department will implement family (Parent/child, couples) communication training. (LECG)*

**Action Item-11:** Create and circulate "Interacting with Police" brochures.

### *Introduction*

*This section provides a general listing of activities planned or implemented since the 2016 PACT Summit. Many of these were already in place in at least one police department before it was adopted by all stakeholders. However, those ideas were considered and in many cases implemented by other stakeholders. The report identified the police department and police chief, followed by those action items and specific idea or programs implemented.*

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### **Midwest City Police Department**

Brandon Clabes is the Chief of the Midwest City Police Department. The Martin Luther King, Jr. Breakfast Committee presented Chief Clabes with the 2016 Clara Luper Award recognizing his community outreach. It is comprised of 94 uniformed police officers and 28 civilian personnel. Police Officers receive their basic law enforcement certification through the Council of Law Enforcement Education and Training (CLEET) located in Ada, Oklahoma. Following certification, probationary police officers must pass a 12-week Field Training program in which they perform patrol duties under the close supervision of a Field Training Officer. All officers undergo annual continuing education and re-certification training. Specialty areas within the department are Community Action Officers, Crisis Intervention Team, motorcycle officers, SWAT, K-9, criminal detectives, special investigation detectives, and bicycle patrol. The police department also manages a crime scene unit, crime lab, and jail. The department works under the philosophy of Community Oriented Policing.



The action item(s) are followed by a brief description of how they were addressed. The responses apply to all the above numbered action items.

**Action Item-1:** — Employee Assistance Program available for officers in crisis.

**Response:** The City of Midwest City and the Midwest City Police Department has a robust Employee Assistance Program that we incorporate in the officer's daily lives. Whether it be an on-duty issue or a personal matter, the employee is encouraged to seek professional assistance if the situation warrants. Many times, progressive discipline for officers results mandated EAP if it can be determined that part of the poor decision-making process can be addressed through counseling. Additionally, the police department has a wellness program in which the officers are allowed while on duty to work out for an hour each shift. This includes weight lifting and cardio to ensure they are in top shape for the field.

**Action Item-2:** — Increase public education (focused on parents), on how to educate their children to better deal and communicate with police.

**Response:** The police department has created a handout which educates individuals, including children, on how to communicate and interact with the police. We also have placed an officer at Tel-Star Elementary school to become a mentor for those children in a high risk/low performing area of the city. This creates a bond between officers and the children we service and helps them understand we are here to help. Our neighborhood associations also have officers attend their monthly meetings to have open communication on a variety of subjects that could be a barricade to communication. The department has also used Safe Oklahoma Grant monies walk door to door in our high violent crime areas to get personal feedback from the citizens that live in that area.

**Action Item-3:** — Provide a stronger positive police presence and engagement at local community events.

**Action Item-5:** — Increase participation in the number of public forums and town halls at local schools, churches, and public venues to address police-community issues.

**Response:** The police department continues their mission of community-based policing through many outreach programs. We have saturated high-risk areas within the city and canvassed door-to-door for understanding, collaboration and feedback. We nurture over 35 neighborhoods watch programs on a monthly basis providing the latest crime trends and public safety tips including seasonal tips, training, dinners, national night out and our annual association celebration. We participate in the Senior Prom and the "Grandparents Raising Grand Kids" program. We have been conducting a new program called "Protecting Houses of Worship" to better equip church members on how to protect themselves against threats. Also, Pastor Manning held a service for his church and law enforcement in eastern Oklahoma County that was well documented in the Oklahoman. We participate in the MLK prayer breakfast and multiple forums throughout the year to get a better understanding of our public.

**Action Item-11:** — Create and circulate "Interacting with Police" brochures.

**Response:** The City does not have brochures at this time. We are considering this additional method to inform the community about police contact.

**Action Item-4:** — Increase engagement with the community through social media outreach.

**Action Item-7:** — Promoting implemented training via news media, official website and social media with the purpose educating the public on law-enforcement/community specific training.

**Response:** We have assigned an officer to manage our social media page which provides up-to-date information on crimes, issues and events.

**Action Item-6:** — “Coffee with a Cop” – local PD collaborated with an area coffee shop or restaurant to provide coffee for a law enforcement officer and members of the community who are invited to stop by and have “Coffee with a Cop”, discuss community issues, build relationships and say thank you. This model is currently being used in Norman.

**Response:** Chief Clabes participated in coffee with a cop and the mayor. We also did a news story on our latest training equipment that helps officers with their decision making during high stressful and critical incidents to help the public understand they have a highly competent police force.

**Action Item-20:** — Police department public relations officers will share details of current and planned community relations/collaboration programs with other PACT police departments (examples would include the OCPD’s FACT and TRIAD programs).

**Response** 1. We support TRIAD which is a partnership between our agency, the sheriff’s department and our elderly. 2. The Midwest City Police Department continues to make connections and community related programs to improve relations. Our continued dedication to PACT is another way of maintains contact with other police departments.

**Action Item-8:** — Make it a higher priority for our training leaders/administrators to focus on developing partnerships with community leaders and organizations.

**Action Item-17:** — Police departments can reach out to non-profits, subject matter experts, and community advocates to make recommendations and improve training.

**Response:** We are working closely with the NAACP, Ending Violence Everywhere (EVE), PEOPLES Foundation, and religious leaders to develop partnerships to assist during crisis situations. We have established a Police Community Advisory Board, only the second police agency in the state to do so through the Department of Justice.

**Action Item-12:** — Involving community professionals and subject matter experts in new training curriculum, best practice models and techniques.

**Action Item-13:** — Provide additional training to all officers specifically dealing with treating/communicating with all citizens who come in contact with law enforcement with respect, dignity and more effective communication techniques.

**Response:** We constantly look at the trends across the United States to provide the latest best practices in law enforcement. We are blending traditional and non-traditional approaches when dealing with offenders. Part of that includes an embedded mental health and substance abuse provider and to assist during and after arrest. We have an embedded DHS worker to deal the family unit.

**Action Item-9:** — Random drug and alcohol testing for all officers.

**Response** Testing is done on a periodic basis.

**Action Item-10:** — Cops Helping Alleviate Police Problems (C.H.A.P.P.s) available for officers suffering police related issues. **Response** We have ERAP and a robust Chaplain program along with EAP to assist.

**Action Item-14:** — To increase the overall professional awareness of sexual victimization, law-enforcement shall implement one or more of the following: (a) increase efforts to recruit female officers; (b) include gender sensitivity training in the academy; (c) develop a yearly review online module of sexual harassment and gender sensitivity information; and, (d) sponsor a "boys respecting girls" program in the public schools (similar to the DARE program).

**Action Item-19:** — Implement Anti-bias and De-escalation Training. Research shows that even well-intentioned humans (and thus, police officers) manifest unconscious biases that can impact on their perceptions and behavior. The goals of this training would be: (CG3)

- (a.) *Implement Implicit-Bias training for all officers* to recognize that all humans, have biases, conscious and unconscious; (b.) To understand how these biases can affect a police officer's perceptions and behavior; (c.) To understand how biased policing impacts the individual officer, the community members served by the officer, and the officer's police agency; (d.) To develop skills and tactics to reduce the influence of bias on policing; and, (e.) To develop skills and tactics in de-escalating encounters before they reach a critical level such as the "7-Steps Approach to De-escalation."

**Response:** We actively recruit ethnic minorities and females for positions within the police department. In addition, the department has begun dialogue with Dr. Ketchum from the University of Oklahoma to provide implicit bias training and diversity. Also, regarding implicit bias, the department has consulted with Ian Okuden to test his BRIDGE device which could be used to train police officers. In terms of professional accountability, we conduct random drug and alcohol testing of law enforcement personnel. Also, if an officer is suspected to be under the influence, appropriate measures are taken.

**Action Item-13:** — Provide additional training to all officers specifically dealing with treating/communicating with all citizens who come in contact with law enforcement with respect, dignity and more effective communication techniques.

**Action Item-18:** — CLEET shall consult with the Mental Health Curriculum approval team for recommendations and/or curriculum development meant for CLEET approved mental health education materials. The Mental Health Curriculum approval team will collaborate with CLEET and law enforcement agencies to distribute and provide approved mental health training.

**Action Item-16:** — The target market for Central Oklahoma for Crisis Intervention Training (CIT) will focus on the following locations that have law enforcement and/or security officers on site: Universities and colleges, Hospitals and large medical centers, Public and private schools (PreK – 12), and First responders, including EMTs and fire departments.

**Response** The CIT is a select group of officers who have received specialized Training in dealing with the mentally ill. The program was established to develop and implement safe, proactive and preventive methods of containing emotionally charged situations that could lead to violence. The CIT program allows for specially trained officers to respond to crisis events of mentally ill citizens; therefore, CIT officers are not limited to geographical boundaries regarding mental disturbance calls.

The CIT supports collaborative efforts to create and sustain more effective interactions among law enforcement, mental health care providers, individuals with mental illness, their families and communities and also to reduce the stigma of mental illness. Not only do we have CIT officers in our patrol division but we have expanded our CIT program into the jail facility. We have over 94 commissioned officers trained in Crisis Intervention. All officers are trained annually on mental health education. The Midwest City Police Department jail has mental health professionals for consultation and direct services.





### Oklahoma Health Sciences Center Police Department

Nathaniel Tarver is the Police Chief of the University of Oklahoma Health Sciences Center Police Department. Chief Tarver has Advanced CLEET Certification, with over 38 years of experience in law enforcement. He served 10 years at the Moore Police Department as their first African-American hired; 26 years Oklahoma City Police Department where he was PIO and retired as a captain; and for the past 2 years with OUHSC PD (Police Chief for the past year). Chief Tarver has a BA in Broadcast Journalism from the University of Oklahoma and a MA in Criminal Justice Administration from University of Central Oklahoma.

The action item(s) are followed by a brief description of how they were addressed. The responses apply to all the above numbered action items.

**Action Item-1:** — Employee Assistance Program available for officers in crisis.

**Response:** OUHSC officers have this available to them through the Human Resources Department.

**Action Item-2:** — Increase public education (focused on parents), on how to educate their children to better deal and communicate with police.

**Response:** We have done a couple of things. We have attended neighborhood association meeting for Lincoln Terrace and JFK neighborhoods. We have been invited to and have attended Health/Safety fairs at local churches and held classes on how to interact with police. We were also invited to participate in Oklahoma City Police FACT unit's Hoop fest. We have distributed brochures on how to interact with police as well.

**Action Item-3:** — Provide a stronger positive police presence and engagement at local community events.

**Response:** In addition to the answer above we are involved in new employee and new student orientations. We participate in Staff Senate and Student Senate activities. We are called on regularly by Student Affairs to participate in events with them.

**Action Item-5:** — Increase participation in the number of public forums and town halls at local schools, churches, and public venues to address police-community relations and solutions to community issues.

**Response:** The OUHSC Police Department has continued participation in the PACT forums, and we will make ourselves available for future forum requests.

**Action Item-4:** — Increase engagement with the community through social media outreach.

**Action Item-7:** — Promoting implemented training via news media, official website and social media with the purpose educating the public on law-enforcement/community specific training.

**Response:** We have an active and well-maintained Facebook and website pages. It has information about our personnel and outreach programs. We are easily contacted through both the page and website.

**Action Item-8:** — Make it a higher priority for our training leaders/administrators to focus on developing partnerships with community leaders and organizations.

**Response:** **(1)** Chief Tarver is on the Advisory Board for the Douglas High School Law and Public safety academy. This program has partnered up with OCPD’s Police Cadet Academy through Metro Tech. Chief Nate Tarver is an advisor 4<sup>th</sup> year pharmacy students who have proposed a community event for the John F. Kennedy neighborhood. The event, planned for March 10, 2018, is a health fair. This will held at the Page- Woodson community center in conjunction with the JFK neighborhood association and its president, Ms. Denyveta Davis. Our police department will have an information booth and a static display. **(2)** Chief Tarver is participating in the OU Medical Trauma Symposium in April/2018 and will give a short presentation on OUHSC Police Department as well a sitting on a panel to answer questions. He also participates in Leadership HSC. This is a group of student leaders from the HSC campus. In this role, Chief Tarver participates in panel discussions and attends their events.

**Action Item-6:** — “Coffee with a Cop” – local PD collaborated with an area coffee shop or restaurant to provide coffee for a law enforcement officer and members of the community who are invited to stop by and have “Coffee with a Cop”, discuss community issues, build relationships and say thank you. This model is currently being used in Norman.

**Response:** We have implemented our own and similar activity called “Coffee with the Chief.” It is one of the community outreach programs on our webpage.

**Action Item-9:** — Random drug and alcohol testing for all officers.

**Response:** The department is exploring this action item.

**Action Item-10:** — Cops Helping Alleviate Police Problems (C.H.A.P.P.s) available for officers suffering police related issues.

**Response:** We are fortunate enough to utilize this service with the Oklahoma City Police Department.

**Action Item-11:** — Create and circulate “Interacting with Police” brochures.

**Response:** At this time we do not have our own, but we are using brochures from the Oklahoma City Police Department and NAACP. The department presents this material, communication information, and the complaint process for the public as they enter the building. This presents an anonymous way of getting information.

**Action Item-12:** — Involving community professionals and subject matter experts in new training curriculum, best practice models and techniques.

**Action Item-13:** — Provide additional training to all officers specifically dealing with treating/communicating with all citizens who come in contact with law enforcement with respect, dignity and more effective communication techniques.

**Action Item-17:** — Police departments can reach out to non-profits, subject matter experts, and community advocates to make recommendations and improve training.

**Action Item-19:** — Implement Anti-bias and De-escalation Training. Research shows that even well-intentioned humans (and thus, police officers) manifest unconscious biases that can impact on their perceptions and behavior. The goals of this training would be: (CG3)

(a.) *Implement Implicit-Bias training for all officers* to recognize that all humans, have biases, conscious and unconscious; (b.) To understand how these biases can affect a police officer's perceptions and behavior; (c.) To understand how biased policing impacts the individual officer, the community members served by the officer, and the officer's police agency; (d.) To develop skills and tactics to reduce the influence of bias on policing; and, (e.) To develop skills and tactics in de-escalating encounters before they reach a critical level such as the "7-Steps Approach to De-escalation".

**Action Items 12, 13, 17, 19—**

**Response:** The department had a representative from the YWCA speak to our officers on diversity and inclusion. We also had the director of Public Safety from Integris Health to come speak on de-escalation and conflict resolution. Chief Tarver was a guest speaker at a class in Oklahoma City to discuss appropriate ways to interact with law enforcement. He also is working to develop a program in the department to have summer internships. To help bring objectivity and community input to the department, we have a Police Advisory Committee which consists of HSC employees. These employees are appointed by the Vice President of Administration and Finance. Chief Tarver chairs the committee which meets quarterly to review all complaints, administrative investigations, uses of force, and pursuits the police department has investigated. OUHSC PD has enlisted one of our staff psychologists to teach calming and stress reducing techniques to our officers.

**Action Item-15:** — Have a designated individual within the police department to seek out best practices from other departments across the nation and abroad.

**Response:** We have a captain who is our accreditation manager as we are seeking a national accreditation through IACLEA. This action item is encompassed in all this information.

**Action Item-14:** — To increase the overall professional awareness of sexual victimization, law-enforcement shall implement one or more of the following: (a) increase efforts to recruit female officers; (b) include gender sensitivity training in the academy; (c) develop a yearly review online module of sexual harassment and gender sensitivity information; and, (d) sponsor a "boys respecting girls" program in the public schools (similar to the DARE program).

**Response:** The OUHSC is always aware of our desire to recruit female candidates for law enforcement positions. Along the lines of Gender sensitivity training, this content is part of the CLEET training for new recruits. The University of Oklahoma also requires a yearly review of sexual harassment and gender sensitivity. Operating as a university police department, we are not affiliated with any public schools.

**Action Item-16:** — The target market for Central Oklahoma for Crisis Intervention Training (CIT) will focus on the following locations that have law enforcement and/or security officers on site: Universities and colleges, Hospitals and large medical centers, Public and private schools (PreK – 12), and First responders, including EMTs and fire departments.

**Response:** The department places importance on having officers who are able to respond appropriately to citizens who may have mental illness. We have designated a number of our officers to CIT certified.

**Action Item-20:** — Police department public relations officers will share details of current and planned community relations/collaboration programs with other PACT police departments (examples would include the OCPD's FACT and TRIAD programs).

**Response:** The OUHSC public relations officer shares details of current and planned community relations/collaboration programs with other PACT police departments.

**Action Item-18:** — CLEET shall consult with the Mental Health Curriculum approval team for recommendations and/or curriculum development meant for CLEET approved mental health education materials. The Mental Health Curriculum approval team will collaborate with CLEET and law enforcement agencies to distribute and provide approved mental health training.

**Response:** This is presently being done by CLEET.



## Oklahoma City Police Department

William Citty is the Chief of the Oklahoma City Police Department. Chief Citty became Oklahoma City's 48<sup>th</sup> Chief of Police on October 24, 2003. He began his career with the Oklahoma City Police Department in 1977. Chief Citty worked throughout the Police Department including Patrol, Narcotics, Homicide, Campus Resource, Tactical Unit, and the Public Information Office. Before becoming Chief of Police, he served as Deputy Chief over the Administration Bureau. Chief Citty is a lifelong resident of Oklahoma City and graduated from NW Classen High School in 1971. He has a Bachelor of Science degree



from Oklahoma State University and is a graduate of the FBI National Academy, Senior Management Institute for Police, Federal Emergency Management Institute, and the National Executive Institute. Chief Citty is affiliated with numerous professional organizations including the International Association of Chiefs of Police, Major Cities Chiefs Association, Oklahoma Association of Chiefs of Police, Police Executive Research Forum and the FBI National Academy Associates. He is also active in many community groups and serves on the Board of Directors for the American Red Cross, Youth Leadership Exchange, Leadership OKC, ReMerge, Oklahoma City National Memorial and Museum, and the Council on Law Enforcement Education and Training.

**The action item(s) are followed by a brief description of how they were addressed. The responses apply to all the above numbered action items.**

**Action Item-6:** — “Coffee with a Cop” – local PD collaborated with an area coffee shop or restaurant to provide coffee for a law enforcement officer and members of the community who are invited to stop by and have “Coffee with a Cop”, discuss community issues, build relationships and say thank you. This model is currently being used in Norman.

**Response:** OCPD has been involved in “Coffee with a Cop” since 2014 with both Panera Bread and McDonald’s division majors, PCR officers and local district officers attend these events which are held monthly.

**Action Item-1:** — Employee Assistance Program available for officers in crisis.

**Response: (1)** The City of Oklahoma City has had an employee assistance program (EAP) since the 90's. This program is extended to all City employees including the Oklahoma City Police Department (OCPD). EAP can be utilized for any personal crisis need whether job-related or personal. EAP benefits can be used after any critical incident such as an officer-involved shooting, use of force, substance abuse, mental health issues or other family crisis. The use of the program is flexible and can be mandated through progressive discipline or initiated by an officer or their spouse. Use of the program is completely anonymous. **(2)** The department also has the Oklahoma Emergency Responder Assistance Program, or ERAP, is a state-wide organization which conducts critical incident conferences for all first responders, police included. ERAP has strong ties with OCPD and has proved to be very beneficial. ERAP conference help police officers deal with the emotional impact of critical incidents they experience.

**Action Item-3:** — Provide a stronger positive police presence and engagement at local community events.

**Response:** In 2016 OCPD set new standards for community engagements events for its divisions. Each patrol division hosts various community outreach events throughout the year, in addition to various police community relations events annual conducted by the PCR unit and divisional PCR officers. OCPD has a policy of attending and participating in local community events when manpower permits. A system for tracking this activity was also developed and implemented for tracking, statistical and accountability purposes.

**Action Item-2:** — Increase public education (focused on parents), on how to educate their children to better deal and communicate with police.

**Response: (1)** OCPD has created a brochure called "How to Interact with the Police." This brochure gives an easy to understand explanation of laws, procedures and practices dealing with police-citizen contacts. It explain what you should do in the event you are pulled over by an officer as well as how to make a complaint against an officer if necessary. **(2)** The OCPD's Police Community Relations Unit (PCR) has various youth outreach programs which focus on inner-city youth. These programs promote mentoring and strong parent involvement as an antidote to negative influence experienced by inner-city kids. These programs include parent volunteering opportunities as well as police-parent engagement to educate them on police issues. The Truancy Unit, which is under the umbrellas of PCR has police officer make contact with parents of truant kids in order to determine and alleviate the causes for truancy in each student. Protocols of this program include routine contact between Truancy Unit officers and parents.

**Action Item-9:** — Random drug and alcohol testing for all officers.

**Response:** The random drug and alcohol program was started around 2011. A randomly selected number of officers are tested every quarter. Officers are also tested after being involved in any injury-related accident.

**Action Item-4:** — Increase engagement with the community through social media outreach.

**Response:** OCPD considers social media a major tool for community outreach and solving crimes. OCPD manages Facebook, Twitter and Next door social media pages. Between 2014 and 2017, OCPD increased its Facebook following from 34k to 135k. OCPD makes it a point to include positive stories, crime related information, community meetings, officer involved shootings and clarification on any internal criminal investigations. OCPD has built a reputation of being one of the most transparent and engaging law enforcement agencies in the state.

**Action Item-20:** — Police department public relations officers will share details of current and planned community relations/collaboration programs with other PACT police/sheriff departments (examples would include the OCPD's FACT and TRIAD programs).

**Response:** OCPD has always had a policy of providing assistance to any other law enforcement agency seeking guidance and assistance in program development. When requested, OCPD provides guidelines, procedures, standing orders of operations, and other information for its community outreach programs. One example is our Grandparents Raising Grandchildren Christmas event, held in December of 2017. This event is a collaboration between various law enforcement agencies in central Oklahoma such as OCPD, Oklahoma County, Spencer PD, OCPD, Warr Acres and Midwest City Police. Over 300 families received around 1000 gifts to celebrate Christmas.

**Action Item-7:** — Promoting implemented training via news media, official website and social media with the purpose educating the public on law-enforcement/community specific training.

**Response:** Local media has covered updated training in the topics of de-escalation, minority relations, mental health and opioid detection/response, to name a few. These stories are also shared on social media platforms on a consistent basis for increased exposure and to educate the public. The OCPD website has general information about the entire police department, its units, mission, goals and services. This includes OCPD's community outreach efforts, youth services, and formal complaint process. OCPD has hosted a Citizen's Police Academy. This multi-week academy exposes the general public to the many aspects of the police department, its personnel, tools and services.

**Action Item-10:** — Cops Helping Alleviate Police Problems (C.H.A.P.P.s) available for officers suffering police related issues

**Response:** In addition to our employee assistance program, OCPD has a program called Cops Helping Alleviate Police Problems or CHAPPs. CHAPPs is peer support program design to create a support system around police officers and their families. CHAPPs volunteers are clergy from various denominations and police officers, both retired and active, who respond to critical incident and provide support to affected officers and their families. CHAPPs has a high level of credibility amongst officers and is routinely called-out to incidents.

**Action Item-11:** — Create and circulate “Interacting with Police” brochures.

**Response Response:** The “Interacting with Police” brochure was finalized in 2013. It has been printed and police officers are encouraged to distribute at all community-police functions. In 2014, the brochure was updated and translated into Spanish for continued distribution. Upon the launch of the department’s new police website, this brochure was uploaded in an electronic version.

**Action Item-12:** — Involving community professionals and subject matter experts in new training curriculum, best practice models and techniques.

**Response: (1)** Various training curriculum has been developed with the help and assistance of non-profits, outside subject matter experts, and community advocates. One example of this is the involvement of local hearing-impaired organizations to develop and teach curriculum to police officers. **(2)** Chief City has had discussions with Ian Okuden regarding new technology to reduce implicit bias.

**Action Item-13:** — Provide additional training to all officers specifically dealing with treating/communicating with all citizens who come in contact with law enforcement with respect, dignity and more effective communication techniques.

**Response:** OCPD has always had a policy of professional conduct with all citizens and has policies against the use of foul language and conduct unbecoming of a police officer. Race relations classes such as Communication with Minority Youth, and Multicultural Awareness have been part of OCPD training since the late 90’s.

**Action Item-8:** — Make it a higher priority for our training leaders/administrators to focus on developing partnerships with community leaders and organizations

**Response** OCPD sends multiple high-level executives and administrators to training such as the FBI National Academy, International Association of Chiefs of Police (IACP) conferences and Police Executive Research Forum (PERF) training. These organizations are considered amongst the most advanced and prestigious when it comes to law enforcement advances in technology as well as best practices. These organization have historically emphasized the importance of developing partnerships with community leaders and organizations.

**Action Item-15:** — Have a designated individual within the police department to seek out best practices from other departments across the nation and abroad.

**Response: Response:** OCPD has a Planning and Research Unit which is tasked with researching new technology, training, protocols and tools for the use in law enforcement. The OCPD Training Center makes sure to meet all state and federal training standards for police officers. Extensive training and experience has resulted in various subject matter experts in multiple fields (mental health, use-of-force, tactics, police driving techniques) to train police officers. OCPD sends multiple police officers and police executives to national conferences to learn about new law enforcements programs, techniques and practices.



**Action Item-14:** — To increase the overall professional awareness of sexual victimization, law-enforcement shall implement one or more of the following: (a) increase efforts to recruit female officers; (b) include gender sensitivity training in the academy; (c) develop a yearly review online module of sexual harassment and gender sensitivity information; and, (d) sponsor a "boys respecting girls" program in the public schools (similar to the DARE program).

**Response:** **Response:** The City of Oklahoma City conducts mandatory sexual harassment training for all employees including police officers. OCPD has strict policies on sexual harassment and professional behavior. The Family Awareness and Community Teamwork program has sponsored and hosted the "Man-Up" youth program for fatherless boys. Selected participants attend a weekend seminar put on by police officers in the program which focus on accountability, honesty, chivalry, respect towards women, and being a true man. The success of the program encouraged the FACT program to develop "WeRise" which is a self-respect and decision-making program for fatherless girls.

**Action Item-17:** — Police departments can reach out to non-profits, subject matter experts, and community advocates to make recommendations and improve training.

**Response:** Various training curriculum has been developed with the help and assistance of non-profits, outside subject matter experts, and community advocates. One example of this is the involvement of local hearing-impaired organizations to develop and teach curriculum to police officers.

**Action Item-18:** — CLEET shall consult with the Mental Health Curriculum approval team for recommendations and/or curriculum development meant for CLEET approved mental health education materials. The Mental Health Curriculum approval team will collaborate with CLEET and law enforcement agencies to distribute and provide approved mental health training.

**Response:** State mandated mental health curriculum is part of both academy and annual OCPD training. Additionally, OCPD has implemented training to address excited delirium, de-escalation, and communication with hearing impaired training.

**Action Item-16:** — The target market for Central Oklahoma for Crisis Intervention Training (CIT) will focus on the following locations that have law enforcement and/or security officers on site: Universities and colleges, Hospitals and large medical centers, Public and private schools (PreK – 12), and First responders, including EMTs and fire departments.

**Response:** OCPD implemented its CIT program in 2000. Since then hundreds of police have been trained in the CIT system and protocols. Additionally, less-than-lethal tools such as tasers, OC spray and bean bag shotguns have been deployed to a significant number of patrol officers as an alternative to the use of a firearm in certain situations.

**Action Item-19:** — Implement Anti-bias and De-escalation Training. Research shows that even well-intentioned humans (and thus, police officers) manifest unconscious biases that can impact on their perceptions and behavior. The goals of this training would be: (a.) *Implement Implicit-Bias training for all officers* to recognize that all humans, have biases, conscious and unconscious; (b.) To understand how these biases can affect a police/sheriff officer's perceptions and behavior; (c.) To understand how biased policing impacts the individual officer, the community members served by the officer, and the officer's police/sheriff agency; (d.) To develop skills and tactics to reduce the influence of bias on policing; and, (e.) To develop skills and tactics in de-escalating encounters before they reach a critical level such as the "7-Steps Approach to De-escalation".

**Response:** **Response: (1)** OCPD has had various classes addressing race, community relations and de-escalation. Race relations classes such as Communication with Minority Youth, and Multicultural Awareness have been part of OCPD training since the late 90's. More recently training such as Implicit Bias and Scenario-based De-escalation began in 2014. Since the implementation of this training officer-involved shootings have steadily declined. **(2)** Chief City has had discussions with Ian Okuden regarding new technology to reduce implicit bias. The BRIDGE device, which creates video montages to elicit bias emotion, is currently under review to determine its potential use for department training.

**Action Item-5:** — Increase participation in the number of public forums and town halls at local schools, churches, and public venues to address police-community relations and solutions to community issues.

**Response:** In 2016, OCPD was involved in over 35 town halls, roundtables and forums throughout the community, including the 2017 PACT forum in Oklahoma City. In 2017 the total number of community event OCPD was involved in grew into the 100's. This includes engagement with schools, community groups, schools, non-profits, private businesses and others. In 2016 OCPD set new standards for community engagements events for its divisions. Each patrol division hosts various community outreach events throughout the year, in addition to various police community relations events annual conducted by the PCR unit and divisional PCR officers. OCPD has a policy of attending and participating in local community events when manpower permits. A system for tracking this activity was also developed and implemented for tracking, statistical and accountability purposes.





### **Norman Police Department**

Keith Humphrey is the Chief of the Norman Police Department.

“I am Keith L. Humphrey and it is an honor to serve as your Chief of Police. Located just 20 miles south of Oklahoma City on Interstate 35, Norman is the third largest city in Oklahoma with a population over 118,000 people. The city limits span 196.5 square miles which include a mixture of dense urban and sparse rural areas. Norman is also home to the University of Oklahoma. The high quality of life in Norman reflected

in low crime rates. This is evidenced each year by Norman's standing in the Benchmark Cities Survey. We take great pride in the favorable comparison of our city with some other truly outstanding cities across that nation.

With each passing day the men and women of our department proudly serve and protect those who grace our city as residents, business owners, faculty and students of the University of Oklahoma, and visitors. We truly believe both our department and citizens continually educate each other on the importance of cultivating and maintaining a positive partnership. The Community Oriented Policing philosophy fits well in the social and political environment of Norman. We believe "positive partnerships provide peace" and allow citizens to work together to provide solutions to problems or concerns. Through these problem-solving efforts, we hope to further our crime prevention and crime solution efforts.”

The action item(s) are followed by a brief description of how they were addressed. The responses apply to all the above numbered action items.

**Action Item-1:** — Employee Assistance Program available for officers in crisis.

**Action Item-10:** — Cops Helping Alleviate Police Problems (C.H.A.P.P.s) available for officers suffering police related issues.

**Response:** NPD has a Peer Support Response program. The program focuses on officers being able to speak with trained peers regarding professional and personal issues. Our PSR program has really been beneficial based on the fact that all information is confidential. Members of our PSR teams have been asked to provide peer support throughout the state. Each year members of the PSR and potential new members attend a national training in Grapevine Texas for continuing education. Also, the City of Norman has an Employee Assistance Program that is available for all city employees and direct family members.

**Action Item-2:** — Increase public education (focused on parents), on how to educate their children to better deal and communicate with police.

**Response:** Is still in the development stage. This is done via meetings with parents and children who participate in our Juvenile intervention program. Also, during our Police Athletic Program teens are taught the importance of communication, team building, and problem solving.

**Action Item-4:** — Increase engagement with the community through social media outreach.

**Response:** One of the six pillars of 21<sup>st</sup> Century Policing is improving technology and social media. The department's social media presence has substantially increased over the last three years. Facebook and Twitter are managed by the department's public safety information officer. Upcoming events, commendations, proactive programs initiatives, crime data, and suspect information are a few just a few things that are shared with the community, state, , recruiting, and the nation via social media. There are currently 20,358 face book followers on the NPD page.

**Action Item-6:** — "Coffee with a Cop" – local PD collaborated with an area coffee shop or restaurant to provide coffee for a law enforcement officer and members of the community who are invited to stop by and have "Coffee with a Cop", discuss community issues, build relationships and say thank you. This model is currently being used in Norman.

**Response:** "Coffee with a Cop" occurs once a month at a different local establishment where various police officers and police administrators are available to visit with citizens over a cup of coffee. Our goal is to establish community relationships and humanize police officers by being approachable and engaging.

**Action Item-20:** — Police department public relations officers will share details of current and planned community relations/collaboration programs with other PACT police/sheriff departments (examples would include the OCPD's FACT and TRIAD programs).

**Response:** This Action is under consideration.

**Action Item-3:** — Provide a stronger positive police presence and engagement at local community events.

**Response:** This has been a vital part of community-oriented policing in the Norman community. All officers are required to attend community meetings and events within their respective assigned areas. The department keeps a record of all community oriented policing hours. In 2017, Norman officers performed 11,724 community oriented proactive policing hours in the community. Three examples: **(1)** This is a Sooner Mall program where officers, Fire Department personnel, and EMSStat personnel teach traffic education, bicycle safety, and overall awareness to children. Safety Town is held during the entire month of June with three classes each morning during each of the four weeks of June. The department participates in Red Ribbon Week, which occurs during the last week of October. During this week, the schools request presentations about safety. The middle schools have a DUI presentation where the students are taught in two parts. One part is classroom where they learn about the financial and personal costs of DUI's. They are introduced to the fatal vision goggles with in-class demonstrations about the vision impairment that alcohol causes to the body. The second part is a driving demonstration using golf carts provided by Norman Parks and Recreation with the added difficulty of wearing the fatal vision goggles. They are asked to navigate a cone course while wearing the goggles that highlight the impairment that alcohol causes to the body. **(2)** Norman's elementary schools will request TEAM presentations, Red Ribbon Week kickoffs, officer readings, etc. There is no formal organization to the elementary requests.

**Response (cont):** . **(3)** The department participates in a Chili Cookout Event in Norman. This event is held annually at Norman High School where police, fire, and CPA cook and serve chili for community members. All proceeds from the event benefit the Cleveland County Christmas Store. On a routine basis the Norman Police Department is contacted by different day care facilities to come in and speak to the children and let them see a police officer in a friendly environment. **(4)** The department participates in CarFit. This is an educational program created by the American Society on Aging and developed in collaboration with AAA, AARP and the American Occupational Therapy Association. The program is designed to help older drivers find out how well they currently fit their personal vehicle, to highlight actions they can take to improve their fit, and to promote conversations about driver safety and community mobility. A proper fit in one's personal vehicle can greatly increase not only the driver's safety but also the safety of others. This is a two-day training class. Another service we provide the community is DUI presentations. We are requested several times a year by OU and DHS to teach a class about DUI's to DHS employees. We provide a classroom presentation then a practical exercise where we have the employees run a cone course with golf carts while wearing impairment goggles. **(5)** Police Community Partnership day (Shred-a-thon) is an event with Republic Bank and Absolute Data Shredding offers free shredding of documents, drug take back, and release of unwanted ammo. *These are some of the community outreach programs, other programs and services are described at the end of this section.*

**Action Item-5:** — Increase participation in the number of public forums and town halls at local schools, churches, and public venues to address police-community relations and solutions to community issues.

**Response:** Each year NPD focuses on community awareness. A vital part of accomplishing this is establishing proactive engagement with the community. The department has partnered with local churches, schools, and civic organizations to provide better insight into community issues. In 2017, the department partnered with the Xenia Institute for Public Justice to facilitate quarterly town hall meetings related to police and community relations. This was an opportunity to listen to comments from community members and for department members to provide information regarding initiatives, policies, and the true meaning of 21<sup>st</sup> Century Policing. The NPD also participated in the 2017 Police and Community Trust forum in Oklahoma City.

**Action Item-15:** — Have a designated individual within the police department to seek out best practices from other departments across the nation and abroad.

**Response:** The department has a professional standards administrator. This person is a civilian employee responsible for reviewing and updating department policies and procedures, reaching out to benchmark cities for best practices. in various areas. The department is also member of Benchmark Cities Consortium. This is a group of 30 departments with similar city demographics of Norman. There is also an annual report that is located on the department’s website.

**Action Item-7:** — Promoting implemented training via news media, official website and social media with the purpose educating the public on law-enforcement/community specific training.

**Action Item-8:** — Make it a higher priority for our training leaders/administrators to focus on developing partnerships with community leaders and organizations.

**Response:** In 2017 the department held numerous community wide training initiatives. The citizens police academy along with active shooter training awareness were two initiatives that allowed citizens to learn safety tactics from members of our department. Since 2011 nearly three hundred Norman citizens have successfully completed this program. Also, the Citizens Police Academy Alumni has developed into a vital proactive program in which volunteers assist the department in many areas. The program has also helped in the development of Volunteer In Policing Program (VIPS).

**Action Item-11:** — Create and circulate “Interacting with Police” brochures.

**Response:** The department has adopted a brochure that was developed by National Black Police Association titled, “What to do when stopped by law enforcement.” The brochure focuses on educating all races on rights and appropriate actions with encountering law enforcement. The department has shared this brochure with various entities state wide.

**Action Item-12:** — Involving community professionals and subject matter experts in new training curriculum, best practice models and techniques.

**Response** This is an on-going process.

**Action Item-13:** — Provide additional training to all officers specifically dealing with treating/communicating with all citizens who come in contact with law enforcement with respect, dignity and more effective communication techniques.

**Action Item-16:** — The target market for Central Oklahoma for Crisis Intervention Training (CIT) will focus on the following locations that have law enforcement and/or security officers on site: Universities and colleges, Hospitals and large medical centers, Public and private schools (PreK – 12), and First responders, including EMTs and fire departments.

**Action Item-19:** — Implement Anti-bias and De-escalation Training. Research shows that even well-intentioned humans (and thus, police officers) manifest unconscious biases that can impact on their perceptions and behavior. The goals of this training would be: (a.) *Implement Implicit-Bias training for all officers* to recognize that all humans, have biases, conscious and unconscious; (b.) To understand how these biases can affect a police/sheriff officer’s perceptions and behavior; (c.) To understand how biased policing impacts the individual officer, the community members served by the officer, and the officer’s police/sheriff agency; (d.) To develop skills and tactics to reduce the influence of bias on policing; and, (e.) To develop skills and tactics in de-escalating encounters before they reach a critical level such as the “7-Steps Approach to De-escalation”.

**Action Item-17:** — Police departments can reach out to non-profits, subject matter experts, and community advocates to make recommendations and improve training.

**Response:** This Action Item is under consideration.

**Action Items 13, 16, 19 —**

**Response:** NPD adopted the Racial Intelligence Training and Engagement (RITE program) Training to bring awareness of emotional intelligence to all employees. The program focuses on self-awareness of one’s emotional intelligence prior to contacting a citizen. The program consists of a layered approach in which an officer checks their attitude to ensure a positive encounter with a citizen. The departments training focuses on having a guardian instead of a warrior mentality. Also, our department is the only police department in the state to participate in national Police Data Initiative. This provides citizens an opportunity to view statistics related to traffic stops, internal investigations, and other areas that deal with contacting the public. The department also has policies on the website for public viewing.

**Action Item-18:** — CLEET shall consult with the Mental Health Curriculum approval team for recommendations and/or curriculum development meant for CLEET approved mental health education materials. The Mental Health Curriculum approval team will collaborate with CLEET and law enforcement agencies to distribute and provide approved mental health training.

**Response:** This Action is under consideration.

**Action Item-9:** — Random drug and alcohol testing for all officers.

**Response:** Random drug testing is covered in the City of Norman Personnel Policy. This has been in place for years. The policy is for all city employees including public safety. All officers are subject to random drug testing. If an officer is suspected of being under the influence of alcohol or any intoxicant, they are mandated by both city policy and department policy to immediately submit to a drug test

**In addition to the responses to the above action items. The Norman Police Department has many other training and presentation events for the public:**

**1- Police Department Advisory Committee** — The Norman Police Department is early in the evaluation stage of developing a police/citizen advisory committee. Thus far, we have reviewed similar committees or board from other police departments and consulted with citizens on the matter. Updates on this project will be released as it progresses.

**2- Drug Recognition and Personal Safety Presentations** — During this training, a detective from narcotics or a drug recognition expert will present information to the class about recognizing drugs. They will also discuss the effects that each drug physically has on a person and how to recognize these effects from clients. During the personal safety, officer safety is blended as a personal safety presentation where information is provided about how to maintain tactical advantages, increase space for safety, and recognize when danger is about to happen and steps to take to avoid or evade them.

**3- Senior Presentations** — We routinely attend seminars and events where we are asked to speak about programs NPD provides for senior safety as far as fraud and home safety.

**4- United Way Cook-out** — Each fall, we assist in coordinating the City of Norman United Way cookout that raises money for United Way. We coordinate with businesses in Norman to donate all of the food items so that all of the funds raised go to the United Way.

**5- Citizen's Police Academy**— The Citizens' Police Academy (CPA) is a behind the scenes look at the police department that meets twice per year, one in the fall and one in the spring. The meetings are once per week for 13 weeks during the evening, currently on Monday nights from 6-9pm. It meets at various locations throughout the City of Norman. Generally, each class hosts approximately 20 attendees who apply for the CPA. During the academy, citizens attend various classes, and conduct hands on training in the same fashion that the Norman Police Department trains its officers while building a partnership with its attendees. The finale of the class is an officer involved shooting scenario with a shoot/no shoot scenario using force-on-force training. Upon completion of the program, graduates are able to become members of the Citizens' Police Academy Alumni of Norman (CPAAN), a 501(c)(3) organization.

**6- Downtowner's Association Meetings**— The Norman Downtowner's Association meet each month on the second Thursday of the month at various locations from 0800-0930. We usually discuss what is going on currently at the department and always push support for our current programs that are happening at the time.

**7- Campus Corner Merchants** — The Campus Corner Merchants have a very diverse set of meetings, not meeting every month. Their board meets each month, but the general meetings are sporadic. They are usually held from 1400-1530 and we discuss what the department is doing and answer questions.



In addition to the responses to the above action items. The Norman Police Department has many other training and presentation events for the public:

**8- Norman Neighborhood Watch Organization**

— This is an organization that is meant to discourage crime in neighborhoods. Neighborhoods approach the department when they want to start a group. Once they begin the process, information is sent on how to set up the first meeting. After this meeting, the neighborhood group can consult with the department until the Neighborhood Watch group is functioning.

**9- Police Department Tours** — We routinely get requests for tours of the police department. They range from groups of one person to however many we can fit here. They take anywhere from 30 minutes to an hour and a half depending on group size and age group. We take them in all areas of the police department and show them various police cars /motorcycles /equipment.

**10- Back to School Roundup** — Each August, we coordinate the back to school roundup that is held at Alameda Church of Christ where we do fingerprints and photos for every child that comes through. It usually occurs on a Saturday in August

**11- Red Kettle Bell Ringing** — Each December we participate in the Red Kettle Bell ringing where the PD raises money for the Salvation Army. Members of the police department volunteer their time to ring the bell at local establishments. This occurs during the holidays between November and December.

**12 Leadership Norman and Tomorrow's Leaders**

— Once per year, we coordinate a public safety session for Leadership Norman and Tomorrow's Leaders. Leadership Norman is a group of adults and Tomorrow's Leaders is a group of high school aged students. Tomorrow's Leaders is usually done on a Saturday in March and lasts from 0800-1200 hours consisting of introduction to NPD special teams, Norman fire department, and EMSSTAT. Leadership Norman is an entire day on a Thursday in March where they get an in-depth presentation about Norman Fire Department, EMSSTAT, Cleveland County Sheriff's Back to department, OUPD, and NPD Special Teams during a 10-hour day.

**13- Volunteer Programs for NAWC and NPD** —

The Norman Animal Welfare and Norman Police Department have volunteer programs for citizens to assist with certain functions within the organization. Citizens apply for this role, have background investigations completed, and have their volunteer hours logged for time spent.





### **Lawton Police Department**

James Smith is the Chief of the Lawton Police Department. Chief Smith has over 30 years of comprehensive law enforcement experience that began in 1982. He served three years with the Kentucky State Police and 27 years with the Jefferson County Police, which merged into the the Louisville Metro Police Department. James Smith has diverse experience in patrol, traffic, accident reconstruction, narcotics/vice, internal affairs, personnel training, community policing, budgeting and organizational leadership, just a few of the internal venues that contribute to make this career whole. Of the 30 plus years' experience which he has, 24 years are in a command position having advanced through the ranks to the position of Major.

**The action item(s) are followed by a brief description of how they were addressed. The responses apply to all the above numbered action items.**

**Action Item-1:** — Employee Assistance Program available for officers in crisis.

**Response: None**

**Action Item-4:** Increase engagement with the community through social media outreach.

**Response: The department is in compliance.**

**Action Item-2:** — Increase public education (focused on parents), on how to educate their children to better deal and communicate with police.

**Response: The department is in compliance.**

**Action Item-5:** Increase participation in the number of public forums and town halls at local schools, churches, and public venues to address police-community relations and solutions to community issues.

**Response: The department is in compliance.**

**Action Item-3:** — Provide a stronger positive police presence and engagement at local community events.

**Response: The department is in compliance.**

**Action Item-6:** —“Coffee with a Cop” – local PD collaborated with an area coffee shop or restaurant to provide coffee for a law enforcement officer and members of the community who are invited to stop by and have “Coffee with a Cop”, discuss community issues, build relationships and say thank you. This model is currently being used in Norman.

**Response: The department is in compliance.**

**Action Item-7:** Promoting implemented training via news media, official website and social media with the purpose educating the public on law-enforcement/community specific training.

**Response: The department is in compliance.**

**Action Item-8:** Make it a higher priority for our training leaders/administrators to focus on developing partnerships with community leaders and organizations.

**Response: The department is in compliance.**

**Action Item-9** Random drug and alcohol testing for all officers.

**Response: The department is in compliance.**

**Action Item-10:** Cops Helping Alleviate Police Problems (C.H.A.P.P.s) available for officers suffering police related issues.

**Response: The department is in compliance.**

**Action Item-11:** Create and circulate “Interacting with Police” brochures.

**Response: The department is in compliance.**

**Action Item-12:** Involving community professionals and subject matter experts in new training curriculum, best practice models and techniques.

**Response: The department is in compliance.**

**Action Item-13:** Provide additional training to all officers specifically dealing with treating/communicating with all citizens who come in contact with law enforcement with respect, dignity and more effective communication techniques.

**Response: The department is in compliance.**

**Action Item-14:** To increase the overall professional awareness of sexual victimization, law-enforcement shall implement one or more of the following: (a) increase efforts to recruit female officers; (b) include gender sensitivity training in the academy; (c) develop a yearly review online module of sexual harassment and gender sensitivity information; and, (d) sponsor a "boys respecting girls" program in the public schools (similar to the DARE program).

**Response: The department is in compliance.**

**Action Item-15:** Have a designated individual within the police department to seek out best practices from other departments across the nation and abroad.

**Response:** The department is in compliance.

**Action Item-16:** The target market for Central Oklahoma for Crisis Intervention Training (CIT) will focus on the following locations that have law enforcement and/or security officers on site: Universities and colleges, Hospitals and large medical centers, Public and private schools (PreK – 12), and First responders, including EMTs and fire departments.

**Response:** The department is in compliance.

**Action Item-17:** Police departments can reach out to non-profits, subject matter experts, and community advocates to make recommendations and improve training.

**Response:** The department is in compliance.

**Action Item-18:** CLEET shall consult with the Mental Health Curriculum approval team for recommendations and/or curriculum development meant for CLEET approved mental health education materials. The Mental Health Curriculum approval team will collaborate with CLEET and law enforcement agencies to distribute and provide approved mental health training.

**Response:** The department is in compliance.

**Action Item-19** Implement Anti-bias and De-escalation Training. Research shows that even well-intentioned humans (and thus, police officers) manifest unconscious biases that can impact on their perceptions and behavior. The goals of this training would be: (a.) *Implement Implicit-Bias training for all officers* to recognize that all humans, have biases, conscious and unconscious; (b.) To understand how these biases can affect a police/sheriff officer's perceptions and behavior; (c.) To understand how biased policing impacts the individual officer, the community members served by the officer, and the officer's police/sheriff agency; (d.) To develop skills and tactics to reduce the influence of bias on policing; and, (e.) To develop skills and tactics in de-escalating encounters before they reach a critical level such as the "7-Steps Approach to De-escalation".

**Response:** The department is in compliance.

**Action Item-20:** Police department public relations officers will share details of current and planned community relations/collaboration programs with other PACT police/sheriff departments (examples would include the OCPD's FACT and TRIAD programs).

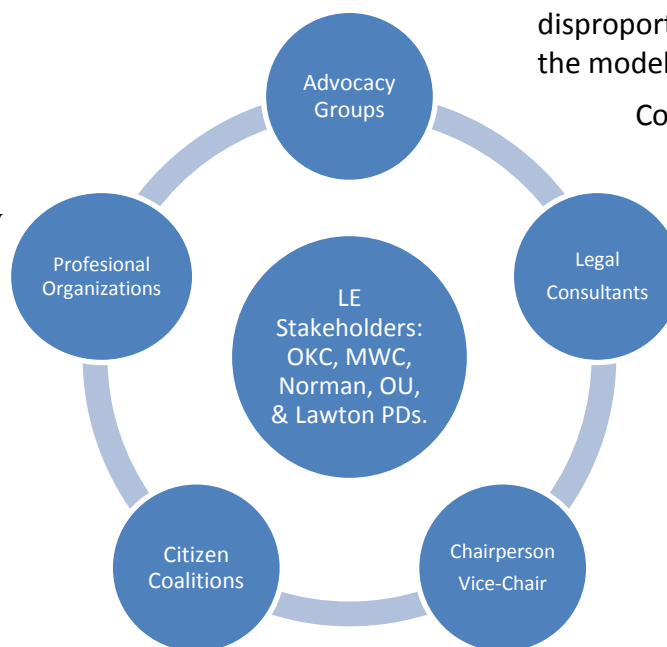
**Response:** The department is in compliance.

The current Police and Community Trust (PACT) model has five active Law Enforcement (LE) stakeholders from four cities across four Oklahoma counties. The stakeholders who joined and worked together have achieved much in these three years. The 2015 model successfully connected seven law enforcement agencies who realized professional relationships that exchanged, supported, brainstormed, and implemented ideas for sustaining community relations. From Oklahoma City and Midwest City, seven Non-Law Enforcement (NLE) stakeholders likewise began coordinating efforts to engage the PACT LE group to better understand the needs and concerns of the community they serve. Together the PACT Coalition achieved a process of dialogue, problem-solving, and decision-making at a level never experienced before in Oklahoma. The on-going meetings and activities included two PACT Forums and the Inaugural PACT Summit. An important achievement is the unanimous approval of 20 action items developed

to improve police and community relations. This PACT Initiative has received statewide recognition because it proved its success and provided a vision for its potential. The below diagram shows the 2015 PACT model with the LE stakeholders listed (See Figure 1) With the success of law enforcement and communities working together, it follows that PACT must grow. It is also evident that the expansion of stakeholders is a challenge for PACT in its current design. One fact in the above introduction may have gone unnoticed. That is, the Non-Law Enforcement (NLE) stakeholders are primarily located, or often operate, in the Oklahoma City area.

Starting with a handful of stakeholders, it was necessary to pilot the PACT Model in Oklahoma City to establish initial connections, first across law enforcement, then have them interact with the community agents available. The energy created by these connections benefit law enforcement, because policing strategies are being shared; law enforcement's closer relationships create more support; and, Oklahoma City is establishing new citizen relationships. The chairpersons now recognize this model is experiencing a feedback loop error. Specifically, the departments of Oklahoma City and the University of Oklahoma Health Sciences Center disproportionately benefit from the model because PACT's

Community relationships are established in Oklahoma City.



**FIGURE ONE. 2015 PACT Model of multiple LE and NLE stakeholders within one coalition**

The above is primary reason PACT must decentralize. PACT cities with LE representation do not have corresponding NLE representation specific to the concerns in Norman, Lawton, and any new cities that would join PACT. Midwest City also has some disproportionate benefit particularly

because two of PACT's founding members (Councilwoman Christine Allen-Price and Sara Bana) are residents of the city with many community connections. Norman and Lawton are experiencing a feedback gap because there are no Norman or Lawton specific NLE members who speak

directly to those community needs and concerns. This feedback gap is also a significant barrier to expanding PACT across Oklahoma. Even if stakeholders from each city were to join, NLE meetings would become too diverse and the discussions unmanageable

### Advantages of decentralization:

1. The PACT model can grow and be replicated in cities ready to implement it.
2. Police departments in each coalition can work autonomously to achieve their PACT goals, while having the freedom to consult with LE stakeholders of other coalitions as needed. With the current model, some degree of discussion and agreement is required across LE stakeholders to define issues to work on in the name of PACT. With the exception of Oklahoma City police departments, current implementation moves without local PACT informed community leaders and organizations.
3. The challenges of growing too large or complex are mostly resolved. Each city's coalition will likely have no more than one to three LE stakeholders and four to eight NLE stakeholders. In fact, the PACT NLE will be able to grow statewide without concern of being unmanageable, because they will be based in their own city's coalition.
4. Community leaders in each city will take an active role in identifying and implementing PACT current and future action items. With the exception of Oklahoma City, PACT action items are being implemented by police departments without input from the local communities (at least within PACT). Plus, stakeholders who are training in the PACT model will be ready to take on the mission of improved community relations with support from PACT experience and support.
5. The PACT Initiative will have more ownership within each PACT Coalition because local stakeholders will identify the issues important to their community. As these communities work together, the PACT Initiative will become more respected and viable.
6. Decentralization should make data and information easier to collect, manage, and use to inform PACT of progress and areas to improve.

The Police and Community Trust (P.A.C.T.) Initiative is a set of law -enforcement and community group coalitions dedicated to improving law enforcement relations with communities in its base cities. Deaths and injuries to citizens and officers; growing social division; national unrest; distorted perceptions; and, increased violence are the most compelling reasons to decentralize PACT to expand it throughout Oklahoma. In each city, PACT will create a coalition with divergent, even opposing perspectives to identify and discuss best practices in policing specific to those communities. These

These coalitions will hold meetings, forums, implement action items, and develop interest in achieving the below described goals. and community information. Such information and insights helped the coalition shape a vision to enhance community trust. The 2015 PACT Initiative worked as a hub to organize concrete steps to identify and promote best practices in policing. Participating police departments brought these ideas to their respective communities for implementation.

However, we believe community concerns which inform police departments must be addressed by local leaders and organizations invested in a safer community. In time, it is hoped that areas of distrust can (over time) be replaced with more positive community support for law enforcement. This initiative requires a broader and dedicated coalition of law enforcement, non-law enforcement professions, community agencies, and individuals to collaborate implementing the model.

### **P.A.C.T. Initiative Mission, Goal and Objectives:**

The P.A.C.T. Initiative's Mission is to develop and maintain positive relations and open dialogue between law enforcement agencies and community leaders, organizations, and citizens. PACT's primary goal is to develop a proactive, optimal, and sustained law enforcement/community relations model to implement in Oklahoma. This can be achieved by meeting the following objectives:

1. Bring law enforcement leaders together with community leaders, stakeholders, and consumers to collaborate on best practices in law enforcement procedures.
2. Bring law enforcement leaders together with community leaders, stakeholders, and consumers to collaborate on methods to educate the community and non-law enforcement agencies and organizations about the police profession and practices.
3. Facilitate a constructive dialogue leading to agreements of understanding, expectations, and accountability to maintain a coalition.
4. Identify strategies to influence law makers and persons of influence to support effective community policing.
5. Facilitate a constructive response to police/community incidents that raise public concern.

Developing a decentralized model will require a renewed commitment to PACT's mission from the current stakeholders. The current model maintains its organization, that is a coalition of LE and NLE stakeholders guided by two chairpersons. There is the addition of two state-wide PACT Coordinators. The direction of all system energy has all the stakeholders working together on mutually decided upon issues. In a decentralized model, the *PACT Initiative* will be comprised several *PACT Coalitions* operating with their own stakeholders focusing on issues and concerns specific to that city. These coalitions will identify, develop, and act on issues (in line with PACT objectives) deemed important to them without required input from other PACT coalitions. If each PACT Coalition works community relation issues using PACT procedures being supported by PACT trained using PACT procedures being supported by PACT trained chairpersons, they are fulfilling the mission of the PACT Initiative. The goal is a balance of autonomy for optimal impact and process uniformity to maintain

uniformity to maintain the integrity of PACT and assure accountability. PACT does not replace a police departments current and on-going community relations efforts. However, PACT should be publicly recognized by LE stakeholders as one formally adopted vehicle for building community trust between police and community in that city. How will a decentralized PACT look? Using the current membership as an example, the statewide *PACT Initiative* will have five cities with *PACT Coalitions*. A *PACT Coalition* in this model is defined as "*a coalition of community stakeholders based in the jurisdiction of a municipal police*

*department which may include other law enforcement agencies with jurisdiction in the same city (e.g. sheriff departments, university or state law enforcement operating in that area)."*

The list of coalitions as currently stand could be: PACT-Oklahoma City (the OKC and OUHSC police departments are LE stakeholders of PACT-Oklahoma City because they share law enforcement jurisdiction of the same community.); PACT-Norman; PACT-Midwest City; and, PACT-Lawton. Each PACT Coalition would have at least one LE stakeholder, several NLE stakeholders, and, a Chair/Vice-Chair. This model provides for easy expansion from cities to even counties anywhere in the state (See Figure 2).



**FIGURE TWO. PACT Initiative with several PACT Coalitions with LE and NLE stakeholders, chairpersons, and a legal consultant. PACT Initiative Coordinators are directly linked with Chairs of each coalition.**



## Components of PACT Initiative

*Stakeholder Group* is a formal or informal organized group whose mission can be clearly identified as one related to law enforcement; policy change related to law enforcement; citizen awareness and education; and/or a citizen's advocacy group. A Stakeholder Group is a single entity, such as the *Oklahoma City Police Department* or the *NAACP*, representing their organization within the PACT city. How stakeholders are added to PACT must follow a consistent process to assure consistency. Roles and responsibilities include:

1. Appointing capable stakeholder representatives to be involved in all PACT activities.
2. Stakeholder groups will honor PACT's democratic process and follow policy.
3. Stakeholder groups will publicly support PACT and act ethically toward other stakeholders.



*PACT welcomes the latest LE Stakeholder: Sheriff Todd Gibson and Undersheriff Blake Green of the Cleveland County Sheriff's Dept.*



*Stakeholder Representative* is a representative of a stakeholder group (not more than two representatives) which has the authority to participate in PACT meetings and cast binding votes on behalf of the stakeholder group. At least one Law Enforcement representative must be the chief or sheriff of that department. NLE representatives are strongly encouraged to have an organization president, director, or leader as a representative. Organizations must be able to assure PACT that their representatives can reflect their group's perspective and will honor their representative's votes when cast at a PACT meeting. Roles and responsibilities include:

1. Representatives will stay up-to-date on all PACT activities and keep the respective agency/organization informed.
2. Representatives will attend meetings; reply to PACT emails; engage in dialogue; and, ethically represent his or her stakeholder's perspectives.
3. Representatives will identify and vote on possible PACT chairpersons and coordinators. He or she will also ethically relate to the chairs and support the PACT democratic process.

*PACT Coalition Chairs* are two persons elected by a 2/3 majority vote of that coalition including the required approval by the LE stakeholders. The Chairperson must be a civilian (not directly connected to law enforcement) and may be a NLE stakeholder group member. The chairperson facilitates all PACT meetings and is responsible for the general oversight and guidance of the coalition. The Vice Chair does not have to be civilian, but serves the same primary functions as the Chair. They must complete PACT Chair training and remain committed to the PACT process to ensure integrity. They shall hold the position for two years and may be reelected to consecutive terms. Roles and responsibilities include:

1. Maintaining coalition contact regarding meetings, updates, and general communication. He or she is responsible for keeping the PACT Coordinators informed of all local PACT events and meetings.
2. The chair facilitates meetings, maintains documentation of local PACT decisions; and, writes and distributes meeting agendas and minutes.
3. The chair shall call urgent meetings as necessary. He/she also mediates conflict and concerns among the stakeholders. This responsibility is why the chairpersons must be respected and trusted as objective coalition leaders.
4. The chairs are responsible for implementing the process of adding new stakeholders and all orientation training.
5. The chairs assist the coalition to organize and implement PACT events in their community.
6. The coordinators participate in outreach to and recruitment of Non-Law Enforcement agencies in cooperation with LE stakeholders.

*PACT Initiative Coordinators (PIC)* are two civilians who share the PACT Coordinator responsibilities. Their primary roles are general oversight of the PACT process statewide and storehouse of Information for all PACT Coalition meetings, decisions, reports, and major activities. Until trainers are eventually developed, PICs are responsible for developing orientation and training materials, and training newly elected PACT chairs. PICs will be elected by the existing PACT Initiative Stakeholders. They must carry a 2/3 vote. Roles and responsibilities include:

1. One vital role of the coordinators is to assure accountability of the PACT Coalition Chairs.
2. The coordinators are responsible for outreach to and recruitment of Law Enforcement agencies in cooperation with LE stakeholders

*PACT Advisory Member (PAM)* are prominent individuals or organizational representatives who bring some expertise or resources to the coalition. They are not voting members. Their primary roles are general oversight in the areas of designated responsibility. PAMs will be elected by the existing PACT Initiative Stakeholders. They must carry a simple majority vote. Roles and responsibilities include:

1. Attending meetings as a non-voting member whenever possible;
2. Maintaining contact with the PACT Chairperson; and,
3. Completing tasks as charged by the PACT Chairperson.

The following describe meeting norms and process; protocol for adding a new stakeholder or advisory representative. Any PACT Coalition may adjust the below protocols and processes. However, all changes need to be clearly specified in written form and shared with the PACT Coordinators. It is expected that the spirit of organization and efficiency will be maintained within any new process.

#### PACT Meeting Norms:

1. All stakeholder members shall abide by some standard rules of committee process (the chair can follow an informal version of Roberts Rules of Orders as adopted by that coalition).
2. PACT meeting and event attendance is necessary in order for the PACT coalition to be successful. A voting quorum of any meeting is a simple majority of the NLE membership. Law Enforcement may veto any NLE majority vote which compels the department to adjust behavior or policy. However, the LE stakeholder(s) is/are obligated to provide direct rationale for their decision.
3. All coalition members shall be respectful to the PACT goal; others members; the process, and, the time investment of all members.
4. All coalition members shall strive to participate as open-minded listeners and concise on-point speakers.
5. Coalition members will properly, and with good intention, manage disagreements with competence for beneficial dialogue.
6. Stakeholders should read all distributed documents before the PACT meeting.
7. Stakeholders should fulfill any agreed upon task as appointed by the Committee.

#### Protocol to add a new Stakeholder Group representative as a voting Member:

It is important that each PACT Coalition identify new non-law enforcement community stakeholders to have a diverse and challenging coalition. It may even be beneficial for PACT to encourage citizens to form advocacy and service groups. Once they are established, they can apply for a stakeholder or advisory representative position:

1. Law Enforcement agencies are added to the committee provided they are located in that coalition's community, and their acceptance of the PACT goal and objectives.
2. If a NLE organization desires to join, they can be nominated by a current stakeholder, they may set a date to present themselves for coalition approval. NLE stakeholders must be a body of persons who can be represented by one or two persons. Nominees with a recent history of violence; significant hostility toward law enforcement; or, expressed desire to completely overhaul law enforcement may not be acceptable to the LE stakeholder.
3. For new stakeholders, a sitting member will perform outreach to relevant participant groups. If the group expresses interest, the member will place them into a nomination process as follows:
  - Present this group to the coalition to discuss whether they are an appropriate fit for PACT. With a 2/3-member approval, the member can pursue the group to participate.
  - The member shall contact the applicant group; provide invitation information; and, describe the PACT's mission, goal, objectives, and stakeholder expectations and responsibilities.
  - Have applicant group to identify one-two representatives (can be tentative).
  - Have that representative attend a meeting to describe their interest in PACT.
  - The inviting member will lead a short discussion and opportunity to answer questions.
  - Unless extraordinary information arises during the discussion, the group is accepted as a stakeholder.

1. Form a subcommittee to develop a detailed implementation plan, suggested one-year transition.
2. Each NLE identify leaders who are active in the cities with current LE representation. They will also assist PACT to identify organization similar to themselves who would be good fits for each PACT Coalition.
3. Each PACT coalition will begin recruiting persons to fill the positions of Chair and Vice-Chair.
4. Each LE stakeholder will identify potential NLE stakeholders in their community. It is advisable to identify one or two NLE representatives as consultants.
5. Develop PACT training materials (videos, power points, written instructions) to orient current and new stakeholders to PACT.
6. Identify funding sources to fund efforts. The chairs' experiences are that PACT events were mostly the results of extensive and time-consuming "hustling" to secure facilities, printing, posters, pens, food, and more. Once decentralized, PACT should not depend upon the coalition chairs to produce these resources.



*Law Enforcement and Community  
Leaders Working Together*

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