RESPONDING TO SOCIAL CHANGE

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Chief of Police

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"Police" Reform

- Almost 1 million full-time police officers in the U.S.

- "Defunding" police vs. most effective allocation of resources

- Building trust and credibility prior to controversial incidents
  - To help "hit the pause button"
  - To help direct a balanced and factual narrative

- Self-fulfilling prophecy of police misconduct
  - Shrinking recruitment pool
  - Decreased police support in some cities and rising violent crime

- Build relationships with community to understand their needs

- Tools in a police officer's toolbelt and hesitancy to go "hands on"

- Adoption and adherence to Best Practices
  - Challenge of aligning specific agency advancements with the advancements in the profession
    (only as good as our lowest common denominator)

Social Justice

- Legitimacy and procedural justice in the Criminal Justice System

- Historical events and differing world views

- Insights from the minority communities and their views of police

- Instinct to immediately have an opinion based on emotion and social media

- Ability to have conversations of self-responsibility
  - "Comply then Complain"

- Proactive approach to social justice
  - If you wait until you have a problem, then its too late!

- May not always agree, but must respect one another

Differing World Views and Experiences

Police Issues or Community Challenges?

- Poor parenting

- Level of neighborhood involvement

- Youth engagement

- Mental health issues

- Poverty

- Unemployment

- Blame of social injustices

- Inaccurate perception that all PDs are created equally

Community Policing

- Is your police department truly a Community Policing organization or one in name only?

- Pathway to building trust

- **Relationships = Trust = Tolerance**

- Commitment to both Traditional Policing <u>and</u> Service

- Holistic approach to *Problem Solving* and *Quality of Life*

What is Community Policing?

- "Community Policing" <u>is</u> Policing

- EVERYTHING goes back to the Mission Statement

- Organizational <u>philosophy</u> as opposed to a set of programs

- Foundation for trust building

- **Persuasion vs. Control**

- Social Contract vehicle for:

  - Legitimacy

  - Procedural Justice

  - Use of force

- Collaborative PARTNERSHIPS with <u>all</u> stakeholders

- Proactive problem-solving approach (long-term solutions)

Current State of Policing

- Policing has progressed from an *occupation* to a *profession*

- Public trust and confidence in police has <u>not</u> increased at the same pace as has the profession

- Solution is **Community Engagement/Partnerships**

- Has the "*Community Policing*" mindset gone too far?

The GPPD Story…

- City demographics

- Reputation and diversity of GPPD

- Mission Statement

- Communicating and reinforcing expectations

- Market the department (positive stories to counter-balance)
    - Tell your story and ***Direct the Narrative***
        - Social media
        - Media
        - Events (GPPD <u>always</u> in attendance)
        - Innovations

Cultural Change

- Collaborative Process
  - Mission Statement = Guiding Principles
  - Employees must understand the "Why" (Purpose)
  - Action through development of <u>strategies</u>
  - Mitigate negativity to the point of irrelevance
  - Consistent accountability

- Leaders must constantly reinforce and communicate the "Why"
  - Leadership can <u>never</u> over-communicate
  - Communication is one of the most important aspects of leadership

GPPD – Cont'd

- Understand that officers will treat the community the same way the Chief <u>and</u> City Leaders treat them

- Hiring standards – **DO NOT LOWER!**

- Command staff buy-in

- Constantly reinforce desired behavior both internally and externally
  - *You deserve what you tolerate…*

- Learn and nurture the community and its leaders

- How we saw ourselves
  - Enforcers & Call Responders vs. **Problem Solvers focused on Quality of Life**

Officer Expectations

- Treat everyone with *Dignity and Respect* **(every interaction every day)**
  - Individual attention matters and can affect the "family tree"

- Create *credibility* and *legitimacy*

- Police with *empathy* and *assertiveness*

- Balance between RESPONSIBLY AGGRESSIVE LAW ENFORCEMENT and community engagement

- Community and *quality of life* focus

- **Policing solutions don't solve community problems, but community solutions (police and community working together) can solve policing problems**

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Benefits of Community Engagement

- Force multiplier (volunteers, advocates)

- Improves <u>quality of life</u>

- Shares common goals with the community

- Maintains <u>transparency</u> and open lines of communication

- Leads to a better understanding of <u>diversity</u>

- Educates public on what police officers really do

- Crime issues become <u>community</u> responsibilities

- <u>Unites</u> police officers with their communities

- Helps correct the false narratives

- <u>Humanizes</u> the profession

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Trust Building

- Humanize the profession

- Focus on similarities vs. dissimilarities

- Be accessible and responsive to the public *at every level*

- Faith-based partnerships

- Admit your mistakes

Supporting the Philosophy, Building Trust and Increasing Advocacy

- GPPD Police Academy
- Bi-Annual CPA Classes
- Creation of a PIO Unit (direct the narrative and proactive use of social media)
- GPPACC (Grand Prairie Police And Clergy Coalition)
- *Citizens On Patrol* program
- Internships and bridging the gap to employment
- Police Youth Boxing program and other youth programs
- "Two-Way Street" program
- Senior Safety Programs
- Annual GPPD Awards Banquet
- *UNIDOS* (and now *Ket Hop*)
- Alignment of Code Compliance and PD
- Evidence-Based Policing
- Fit Force program (Physical, Mental, Spiritual, Financial)
- GPPD Crisis Support Unit

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Supporting the Philosophy, Building Trust and Increasing Advocacy

- Cops N Kids Fishing
- COMPSTAT
- Expanded *National Night Out* focus
- Strategic Recruiting Plan
- Medication Disposal Program
- Take-home car program
- Deployment Unit
- TPCA Best Practices Recognition
- IACP Community Policing Awards
- Women's Self Defense Course
- Badges and Books program
- Cowboy Cops Rodeo
- Neighborhood Enrichment Team (NET)

Supporting the Philosophy,
Building Trust and Increasing Advocacy

- Crime Free Multi Housing Program
- Coffee With A Cop
- Lateral Entry Program
- Safe Exchange Zones
- GPPD Mounted Patrol Unit
- Camera Registration Program
- GPPD Bicycle Unit
- Eagle Eyes ➡ Flock program
- Body Worn Camera program
- MotorCops for Kids Motorcycle Toy Run
- Honor the Fallen Run

Results in Grand Prairie

- Significant **Crime Rate reduction** over the last decade plus

- Number of **complaints** against police officers

- Level of **volunteerism**

- Level of **community engagement** (we're always there!)

- Navigation of potentially **controversial police uses of force**

- Direction of the narrative

- Levels of **trust**

Community Governance

Through

Community Inclusion

Planting seeds...
"3R's" - Creating and building relationships

- **Recruit**- work with those working in the community
  - GPPACC (Grand Prairie Police and Clergy Coalition)
  - Charitable Organizations/ Stakeholders- a representative from the City, or the department, sits on the board of all Grand Prairie Charitable organizations
  - GPISD – Threat Assessment Team, Justice Equity and Inclusion Taskforce

- **Respond**
  - Default answer is always "Yes"
  - Be responsive to the needs of the citizens
    - Men2Men
    - Dallas Heat round table and Adopt-a-Street event
    - When invited to reputable venues say "yes" (e.g., reading to elementary kids, career days, church forums)

- **Reserve the right** to be offended, politely move forward
  - Citizens may have past reservations
  - Acknowledge concerns and move forward

Grand Prairie Community Inclusion

<u>Mission Statement</u>

- *Promoting an inclusive culture and creating equity to preserve a high quality of life in our community*

- Created from the Council's Resolution for Community Diversity, Inclusion, Justice, and Equality

- Inclusion is no longer a side car benefit to an organization, but a demanded standard

- **Stand alongside our community, don't just react**

Internal and External approach

Internal Initiatives
- Shared Leadership Team
- Friendship Day
- Employee training/listening sessions

External Initiatives
- Mayor's Ride Out program
- Wisdom Wednesday "Their Story, Our History"
- Hablamos
- Unify Grand Prairie

Shared Leadership Team

"An organization with a poor culture will not have great performances"
"Do not create committees to simply defer responsibility or you will lose credibility"

- Provides a voice and input for all employees to ensure we are sensitive to the needs of all who serve our citizens

- Give clear expectations - changes may not be immediate

- Encourage employees to be "the thermostat, not the thermometer"

- Different from Employee Resource Groups (ERG)

Friendship Day

- Allows City employees to be compensated for half a workday (4 hours), per month, to serve within the City to extend goodwill in the community

- Provides employees an opportunity to perform community service that is near and dear to them, build camaraderie with each other, and form bonds within the community

- Allows participants to meet their residents and allows the community to build a relationship with those serving on their behalf

- Creates city advocates

Employee Training

- Provides training to those who serve the City of Grand Prairie to ensure they are sensitive to one another

- Assists city leaders in being sensitive to the needs of all who serve the city

- Creates a common language and mission

- Make the message positive - do not let polarizing politics drive your culture, but instead let it be your organizational values

KEEP CALM AND INSPIRE

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Mayor's Ride Out Program

- Mayor invites community leaders to ride out with Grand Prairie Police Officers

- Provides transparency and access for leaders to see firsthand the work, the challenges, successes, and relationships that transpire during an officer's shift

- Feedback has been very positive and has created advocacy for our officers

Wisdom Wednesday
"Their Story, Our History"

Purpose

- Focus primarily on a diverse group of individuals 50 years of age

- Share their stories to give appreciation for older individuals

- Will help combat ageism while allowing a rich history to be told through the eyes of those who lived it

Implementation

- Series of interviews will be conducted by video

- Questions given will be geared to the background of individuals, lessons learned in life, and any words of advice they want to give to the upcoming generation.

- Interview will be a total of 5 minutes after editing

- Interviews will be shared monthly through various city social media outlets and through GPISD classes
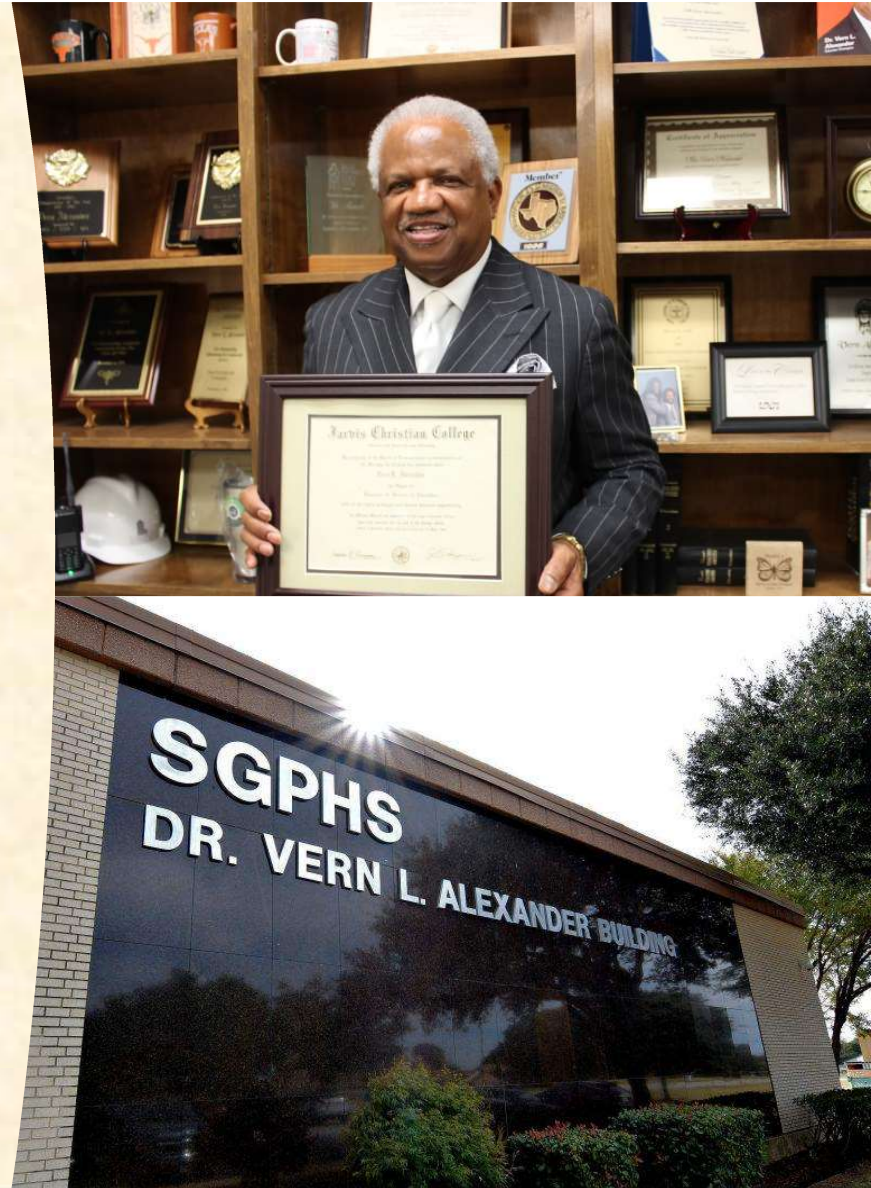
Hablamos

Purpose

- Allows citizens to increase their English fluency giving them more confidence in using city services and consumer goods throughout the City of Grand Prairie

- Through the process of learning languages together, citizens and city employees build a bond

Format

- Several tables will have basic Spanish and English resources on them. At each table, a city employee will sit with one or more Grand Prairie citizens

- For the first 30 minutes tables will engage in English - next 30 minutes, they will engage in Spanish

- Facilitators will help with basic terms and help in translations

Unify Grand Prairie

Purpose

- Recent events have sparked a passion in youth to be heard and speak out against social injustices that may perceive

- *Unify Grand Prairie* will lead youth and police officers to a better understanding, give youth a brief overview of city government, and promote responsible citizenship.

Implementation

- 1-day program will have a roundtable discussion, visits to City Hall and the municipal court, a fire station, police station for a mock traffic stop, and a visit to the Police Memorial Wall

- Participants will be in groups of ten, ages 13 -21. At the end of the program, participants will sit down with police officers (some in uniform, some not) and fellowship over a meal

- Recruiting Opportunity - Foster an interest in our local youth to consider a career with the City of Grand Prairie

In conclusion...

- Initiatives are monitored for effectiveness and adapted according to feedback

- Collaborations within the organization and the community are keys for success

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