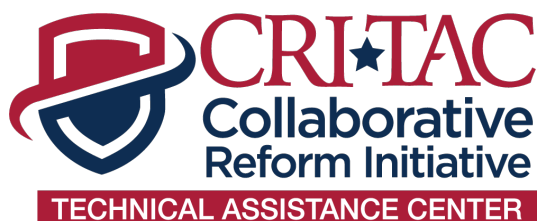




# Proactive Alliance Relationship-Based Policing Training and Survey Summary

Dearborn Heights Police Department, MI  
December 3 – 4, 2024



## Introduction

On December 3 & 4, 2024, Safe Night instructors conducted Proactive Alliance relationship-based policing training for the Dearborn Heights Police Department, made possible by the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). Proactive Alliance relationship-based training teaches officers to develop *individual* relationships with each other and relevant community stakeholders for collaborative problem-solving.

Proactive Alliance Relationship-Based Policing Instructors: Master Police Officer Dimitrios Mastoras (Ret.) and Lieutenant Jermaine Harris

Attendees:

### **Dearborn Heights Department**

Officer Mohammad Alkhafaji  
Officer Maxwell Bearden  
Detective Sergeant Kevin Campbell  
Deputy Chief Hussein Farhat  
Lieutenant Michael Guzowski  
Captain Jake Hatten  
Officer Khalil Hojeij  
Lieutenant Shaun Pawlus  
Officer Mark Pugh  
Officer Faten Shokr  
Sergeant Christopher Suggs  
Lieutenant Patrick Thomas

### **Community Stakeholders**

Crime Analyst Daniel Eshoo, Dearborn Heights  
Police Department  
Director Michael McCaffrey, Dearborn Heights  
Public Library



## Training Goals

- Use fewer police resources with more effective outcomes
- Create safer neighborhoods by developing and maintaining individual relationships
- Promote collaboration with other municipal agencies to improve efficiency
- Introduce officers' understanding and practice of Productive Empathy
- Inspire critical thinking and agency for problem-solving
- Prioritize officer well-being and job satisfaction
- Modify officer perceptions of the community
- Specify types of accountabilities and initiate change in police culture through Active Bystander Intervention

## Training Topics

### Community Policing and Proactive Alliance

- Understanding the differences between community policing and Proactive Alliance
- Helping law enforcement successfully interact with those who are *challenging to engage* and maintain successful relationships

### How Police Spend Their Time

- Current training strategies and applicability to actual job duties
- Reactivity vs. proactive prevention strategies

### The Role of Authenticity and Self-Awareness

- Understanding these concepts and how they are related to establishing a collaborative relationship
- Resiliency and overcoming emotional triggers
- Interpersonal boundaries

### Addressing the Power Differential

- Acknowledging the power differential and the use of enforcement and discretion
- Navigating ethical boundaries

### Establishing and Maintaining Interpersonal Safety

- Psychological theories explaining why safety is essential to establishing a collaborative relationship
- Resiliency and enduring relationships

### The Proactive Ally

- Define Proactive Ally
- The Collaborative Perspective

### Productive Empathy

- Understanding the role of empathy and unconditional positive regard
- Productive Empathy techniques/Common mistakes

### Eliciting Change with Proactive Alliance

- Description of the Stages of Change and ambivalence
- Collaboration structure and difficult cases



## Responsive Collaboration

- Collaborative Feedback techniques/Common mistakes

## Self-Care

- Address officer self-care as a priority when acting as a Proactive Ally

## Bystander Effect

- Understand the Bystander Effect and how it applies to policing
- Deliberate Restraint
- Officer accountability and culture of the workplace
- Mentorship

## Practical Application of Proactive Alliance

- How Proactive Alliance enhances proven policing strategies
  - Problem-Oriented Policing
  - Focused Deterrence
  - Community Policing
  - Hot Spots Policing

## Identify and Establish Relationships with Stakeholders

- Prioritizing time and investment in stakeholders
- A practical method for engagement for long-term mutually beneficial relationships

## Establish a Multi-Agency Strategy

- How to use Proactive Alliance with other municipal agencies to work towards common goals
- Benefits of cross-discipline training
- Characteristics of officers or enforcement agents that are most effective in establishing multi-agency strategies





## Attendee Pre-Survey Summary

The pre-survey revealed that while officers reported knowing other municipal staff and being comfortable interacting with community members, they rarely collaborated with others to problem-solve. Further, while officers reported wanting to prevail in a power struggle, they also understood the need for empathy and building relationships with stakeholders. In class, officers reported interacting well with community members at events.

Total Attendance: 12, Total Survey Responses: 11

Please state the FREQUENCY of the following statements.

Questions	Almost Always	Often	Sometimes	Rarely	Never
I regularly collaborate with other municipal agencies to solve problems.	1	2	3	4	1
I can name individual people in other agencies that I can contact for assistance.	5	2	4	0	0
I am comfortable talking with individual community members.	7	3	1	0	0
I use empathy when interacting with collateral professionals and/or community members.	8	1	2	0	0
I have to prevail in a power struggle.	0	5	5	1	0
I feel my work is supported by my leaders	3	3	3	1	1

Please state whether you AGREE or DISAGREE with the following statements.

Questions	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I see the value in knowing the roles and responsibilities of other municipal staff.	5	4	2	0	0
Building relationships is an important part of my job.	7	3	1	0	0
I am aware of my thoughts and emotions and how they affect my behavior.	7	2	2	0	0
Having empathy means I have to agree with someone's perspective or experience.	2	1	5	2	1
I consider myself a problem solver at work.	5	6	0	0	0
I understand the difference between outreach and engagement.	3	5	3	0	0

## Attendee Post-Survey Summary

The post-survey revealed that attendees overwhelmingly agree that relationships are necessary for effective collaborative problem-solving. Attendees also reported having a better understanding of engagement (prevention) and outreach (awareness) and the strategic purpose of each. Lastly, attendees reported gaining professional knowledge and resources in the Proactive Alliance class, with content that was easy to follow.

Total Attendance: 12, Total Survey Responses: 12

Please state the FREQUENCY of the following statements.

Questions	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I see the value in knowing the roles and responsibilities of other municipal staff.	8	4	0	0	0
I understand how individual relationships are necessary for effective collaboration.	10	2	0	0	0
I have more tools to identify my thoughts and feelings and how they can affect me at work.	6	5	1	0	0
Understanding does not mean agreeing.	9	2	1	0	0
This training has provided more tools to solve complex community problems.	6	5	1	0	0
I understand the difference between outreach and engagement.	8	4	0	0	0

Based on what you have learned in the training, please mark whether each of the following statements is TRUE or FALSE.

Questions	True	False
A trustful relationship with a stakeholder/community member can improve my ability to be a problem solver.	12	0
Problem-solving requires more resources than the police are able to deliver.	6	6
I feel the Proactive Alliance relationship-based approach has broadened my view of myself.	6	6
I feel the Proactive Alliance relationship-based approach has broadened how I view the community.	6	6

Please state whether you AGREE or DISAGREE with the following statements.

Questions	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The training met my expectations	5	7	0	0	0
I will be able to apply the knowledge I learned in the field.	6	5	1	0	0
I now have more resources to work with when I'm in the field.	6	4	2	0	0
The content was organized and easy to follow.	6	6	0	0	0
The materials distributed were pertinent and useful.	5	7	0	0	0
The trainers were knowledgeable	11	1	0	0	0

What was the most helpful part(s) of the training overall? Why was it most helpful? (Attendee Quoted Comments)

- "Other tools and resources not known before. (Simsi, RTM). Will help navigate target areas for service to prevent issues."
- "Taking my time on calls"
- "Engagement"
- "Yes, but too much information. Got boring at times."
- "Hussein Farhat"
- "The examples provided"
- "The written resource material will be a good guideline moving forward"
- "Communication with the community will benefit both parties."
- "Good for young officers to gain insight into the value of stakeholders"
- "The concepts of community engagement in practice."
- "A road patrol officer doesn't need a supervisor's permission to make relationships with community members. But if road patrol had the encouragement from admin it would help a lot."
- "Group discussions"
- "Vista Maria segment"

Were the instructors engaged and did you feel questions were thoroughly answered? (Attendee Quoted Comments)

- "Yes" (multiple answers)
- "Yes. But needed more breaks. Too much information to process in 2 days."
- "Instructors were very patient and professional in their response to issues and questions"
- "Yes. Instructors were thorough and passionate and knowledgeable."
- "Yes, both have real life practical examples."

Which rank/assignment would benefit from Proactive Alliance Training?

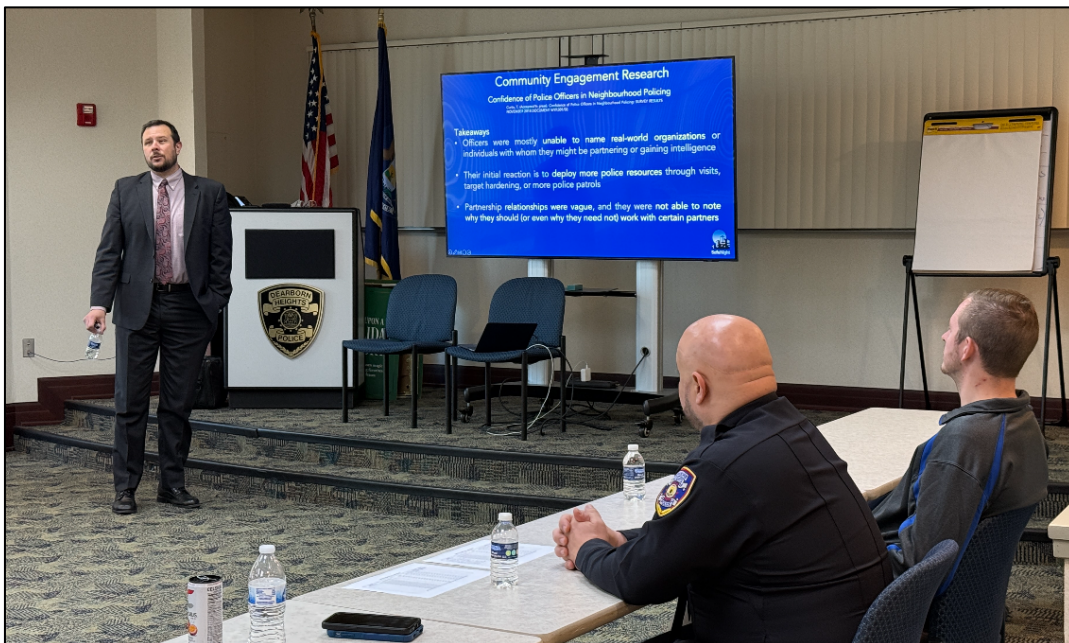
- Cadet, 1
- Officer/Sheriff's deputy, 9
- Field Training Officer, 6
- Detective, 5
- Special assignment, 2



- Community Outreach, 3
- Lieutenant, 6
- Captain/Commander, 7
- Deputy/Assistant Chief, 6
- Chief/Sheriff, 6

What was the least helpful part(s) of the training overall? Why was it most helpful?  
(Attendee Quoted Comments)

- "N/A"
- "Nothing- learned a lot"
- "No"
- "It was good overall"
- "The entire presentation was amazing as I have had worked with a COPS program back in the 1990s where I witnessed its success hand"
- "Lack of breaks"
- "I didn't find anything to be the least valuable."
- "Material was all helpful."
- "The theories were somewhat dry material... the most helpful were discussions on various models that used examples."



Was anything not covered in the training that you feel you'd need to adequately prepare you for implementing Proactive Alliance in the field? (Student Comments)

- "No"
- "N/A"
- "No, there was a lot of important information that was collected from instructors."
- "None that I can think of"
- "No everything was covered"
- "How to get more buy in from admin"
- "I think going through an actual case study in detail would be beneficial"

## Community Problem Workshop

The attendees selected two community problems to workshop on the second training day. Safe Night instructors challenged attendees to do the following:

- Identify strategies beyond reactive responses
- Identify specific names of stakeholders that officers need to recruit for problem-solving
- Describe how officers plan to manage reticent stakeholders and build relationships
- Evaluate stakeholders' capacity for change and ability to collaborate
- Use problem-oriented policing (POP) and the SARA model to identify problems
- Data analysis includes:
  - Time out of service
  - Arrests
  - Court time
  - Report time
  - NCIC entry
  - Fire/EMS response times

As part of the workshop, Safe Night instructors advised attendees to choose a project lead, delegate assignments, and prioritize relationship-building with vital stakeholders. Instructors advised the officers to select a project lead based on ability, knowledge, and motivation rather than rank or seniority. Attendees documented the steps to secure stakeholder support and build a collaborative prevention strategy.

Safe Night plans to contact officers on March 1, 2025 (3 months) and June 1, 2025 (6 months) for progress updates and to provide supportive consultation to troubleshoot any challenges. At the six-month mark, if there is substantial progress on one or both of these projects, Safe Night will collaborate with the Dearborn Heights Police Department to publish a case study highlighting the progress and steps they took to address these issues.



## Workshop Exercise 1 - Vista Maria

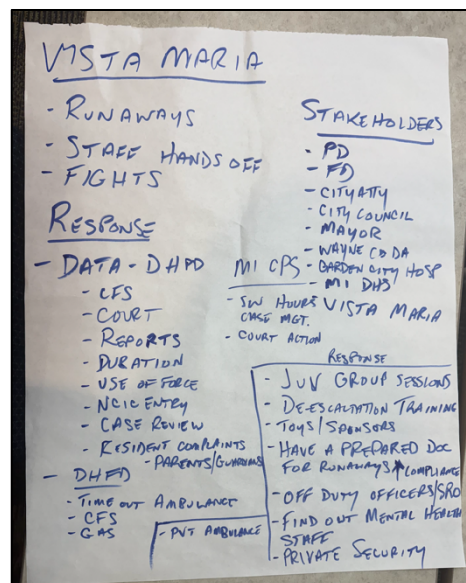
Vista Maria is described as “a home for girls and women in need that has evolved to encompass mental health services, foster care and adoption, and secure care for the survivors of human trafficking, along with a focus on education, independent living, and advocacy for the welfare of children.”<sup>1</sup>

### Issues Identified

- Runaway juveniles
- Incomplete information when reporting runaway juveniles
- Assaults
- Police use of force
- Resident complaints

### Stakeholders Needed

- Vista Maria
- Dearborn Heights Police
- Dearborn Heights Fire/EMS
- Dearborn Heights Police City Attorney
- Dearborn Heights Police City Council
- Dearborn Heights Police Mayor
- Wayne County District Attorney
- Garden City Hospital
- Michigan State Child Protective Services/Department of Human Services



### Proposed Responses

- Review circumstances that resulted in police use of force
- De-escalation training and expectations provided by DHPD for Vista Maria staff
- Discuss having an officer work in the capacity of SRO on the Vista Maria campus
- Vista Maria should consider adding private security
- Vista Maria should consider adding private ambulatory services
- DHPD conducts outreach with the Vista Maria clients
- DHPD works with local corporate sponsors to fulfill Vista Maria's needs list (Toys, art supplies, personal hygiene items, etc.)

<sup>1</sup> Vista Maria, 2024, <https://www.vistamaria.org/>



## Workshop Exercise 2 – Aggressive Driving/Speeding, Ford Road

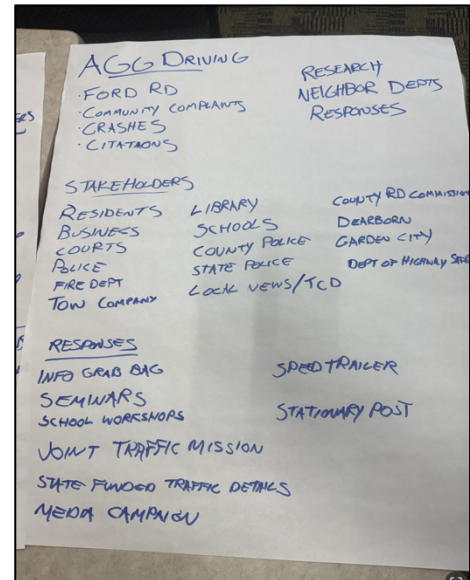
Attendees identified a long-standing community issue involving speeding and aggressive driving on Ford Road.

### Issues Identified

- Resident complaints
- Crashes and injuries
- Unclear how big the problem is beyond perceptions

### Stakeholders Needed

- Dearborn Heights residents
- Dearborn Heights Police
- Dearborn Heights Fire/EMS
- Dearborn Heights Police City Attorney
- Dearborn Heights Police City Council
- Dearborn Heights Police Mayor
- Wayne County District Attorney
- Wayne County Road Commission
- Wayne County Sheriff's Office
- Michigan State Police
- Garden City Hospital
- Michigan Office of Highway Safety Planning
- Local tow company



### Proposed Responses

- School workshops
- Multi-jurisdictional response to areas with high rates of offenses, crashes, and injuries/deaths
- State-funded traffic details
- Community seminars