A Safe Night Out

Strategic Planning for Restaurants, Nightlife & Entertainment Venues

Student Workbook

SafeNight

Safe Night

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www.Safe-Night.com

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Introduction

Welcome to A Safe Night Out. This is an innovative training that will challenge traditional perceptions of how to effectively manage nightlife and entertainment areas. Using the Proactive Alliance (PA) relationship-based approach, students will learn how to build mutually beneficial relationships, facilitate collaboration rather than demand it, and solve problems using the cooperation and wisdom of the community. Our combined experience in counseling psychology, public safety, and public policy inspired us to create A Safe Night Out.

Municipalities desire safe, vibrant communities that attract visitors and tourism. Our objective is to provide students with the necessary tools to build and manage safe and prosperous nightlife areas.

Sincerely,

Molly Mastoras, MA, LPC
Co-Founder,
President
Safe Night LLC

Dimitrios Mastoras
Co-Founder,
Executive Vice President
Safe Night LLC

Molly Mastoras, MA, LPC
Co-Founder, President

Molly Mastoras is a Licensed Professional Counselor (LPC) in Virginia and Connecticut. She has worked as an assistant program director and probation counselor for the Fairfax County Juvenile & Domestic Relations District Court and as a social worker for the Fairfax County Office for Women and Arlington County Child Protective Services (CPS). Molly has worked extensively with survivors of sexual assault throughout her career, leading to the creation of Safe Night Active Bystander, a sexual assault prevention and intervention-training program.

She developed the Proactive Alliance relationship-based approach, which teaches police and enforcement agencies to develop relationships to enhance problem-solving with the community using adapted counseling therapy concepts. She co-authored several articles, including *Proactive Alliance* in IACP Police Chief Magazine and *Productive and Proactive* in Sheriff & Deputy Magazine and *Proactive Alliance: Combining Policing and Counselling Psychology* in the Journal of Community Safety and Well-Being with Dr. Charlotte Gill. Molly has presented the Proactive Alliance concept at the American Society of Evidenced-Based Policing (ASEBP) conference, the Problem-Oriented Policing (POP) Conference, and the International Conference on Law Enforcement & Public Health (LEPH). Molly also serves on the Board of Directors for the Washington Regional Alcohol Program (WRAP).

Dimitrios (Jim) Mastoras
Co-Founder, Executive Vice President

Dimitrios (Jim) Mastoras served as a Master Police Officer in Arlington County, Virginia, for almost twenty-four years. As Arlington's first nightlife liaison, he used the relationship-based policing techniques of Proactive Alliance to establish trustful relationships with bar and restaurant owners, providing the foundation to develop and implement strategies aimed at reducing alcohol-related violence. Using this approach, Jim developed the first restaurant accreditation program in the U.S. to focus on best practices and law compliance for bars and restaurants while also increasing safety and economic viability.

Jim authored a toolkit published by the DOJ COPS Office in 2019 titled, *The Arlington Restaurant Initiative - A Nightlife Strategy to Improve Safety and Economic Viability,* and an article titled, *Solving Complex Crime Requires Community Relationships* in Policing Insight. Additionally, he co-authored an article titled, *Traffic Safety Initiatives: SoberRide-Enhancing Enforcement Efforts Since 1982* in IACP Police Chief Magazine. His work for Arlington County has been recognized by the Washington Regional Alcohol Program (WRAP) for saving lives and preventing injuries caused by drunk driving in the Washington, DC Metro area.

Goals

Nightlife Management Introduction

- Understanding the need for a nightlife approach
- Collect data and identify issues through analysis in nightlife areas
- Conduct operational analysis and evaluate resources

Proactive Alliance Relationship-Based Approach

- 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 the concept 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 accountabilities and initiate change in police culture through Active Bystander Intervention

Nightlife Management Implementation

- Identify, prioritize & establish relationships with stakeholders
- Establish a multi-agency task torce to form a unified strategy
- Create standards and accreditation program
- Develop training and policies for restaurant/bar staff
- Collaborate to create and achieve mutually beneficial outcomes
- Continue to build relationships to broaden scope and effectiveness

Day 1

8:00–9:50	• Understand and Evaluate the Need for a Unified Approach
10:00–11:50	• Collect Data/Identify Issues Through Analysis of Entertainment Venues • Conduct Operational Analysis and Evaluate Resources
12:00–1:00	• Lunch
1:00-1:50	• Introduction of Proactive Alliance: Origins, Driving Concepts • Community Policing and Proactive Alliance
2:00–2:50	• The Role of Authenticity and Self-Awareness • Boundaries • Self-Care – Mental Health and Resources
3:00-3:50	• Addressing the Power Differential

Day 2

8:00–8:50	• The Collaborative Perspective
9:00–9:50	• Productive Empathy
10:00–10:50	• Maintaining Proactive Alliance Over Time
11:00-11:50	• Bystander Effect/Culture of Policing
12:00–1:00	• Lunch
1:00-1:50	• Proactive Alliance Practical Application
2:00–2:50	• Identify and Establish Relationships with Stakeholders
3:00-3:50	• Establish a Multi-Agency Task Force and Form a Unified Strategy

Day 3

8:00–9:50	• Establish a Multi-Agency Task Force and Form a Unified Strategy • Understand and Support a Bar Accreditation Program
10:00–11:50	• Develop Training and Policies for Restaurant/Bar Staff • Bar Safe Patron Accountability Program
12:00–1:00	• Lunch
2:00–3:50	• Collaborate to Reach Mutually Beneficial Outcomes • Vibrancy and Economic Viability

Understand and Evaluate the Need for a Nightlife Approach

Perception vs. Reality

What is nightlife?
"night·life"
noun
Social activities or entertainment available at night in a town or city.

Nightlife and entertainment areas present challenges for municipalities, business owners, and residents. These stakeholders tend to focus on the problems that directly affect them, ranging from alcohol-related violence to quality-of-life issues. Stakeholders may blame other stakeholders for creating these problems or not doing enough to prevent them.

Assumptions and perceptions can distort the reality of a problem. In the context of nightlife, negative perceptions of an entertainment area can contribute to an "us vs. them" mentality for police and regulatory agencies. Police generally interact with nightlife patrons only when they are engaging in alcohol related harm in the form of being drunk in public, driving while impaired, and engaging in assault, aggravated assault, sexual assault, and assaults on officers.

With enforcement as their only tool, officers quickly identify the problem and prescribe a blunt solution that they believe will deter intoxicated behavior: broad enforcement of businesses and mass arrests. As a result, business owners' and patrons' distrust of the police grows and contributes to conflict and confrontation. This adversarial relationship results in restaurant/bar staff feeling hesitant to contact public safety for fear that their establishment will be penalized or viewed negatively.

Instituting substantial change requires data collection, analysis, and operational knowledge to identify issues in nightlife areas. Data identifies specific areas, establishments, and crimes to pinpoint the most effective strategies and predict outcomes and challenges.

Define what nightlife means and how it impacts your jurisdiction.

List all characteristics of a nightlife or entertainment area:

Negative: **Positive:**

_____   _____

_____   _____

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Why is this important to know?
- Understanding the issues and approach from a "big picture" perspective
- Acknowledging varied and complex variables
- Identifying an acceptable level of activity or alcohol-related harm

Notes

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How Well Do You Know Your Jurisdiction?
Nightlife

1. Can you state, within 10% of the correct total, how many patrons visit your nightlife/entertainment areas each night?
   □ Yes
   □ No

2. Can you state within 10% of the correct total, the number of establishments that serve alcohol in your nightlife areas?
   □ Yes
   □ No

3. Have you personally visited the top call-for-service hot spots in your nightlife area?
   □ Yes
   □ No

4. Do you know if your city has a formal plan to manage your nightlife areas?
   □ Yes
   □ No

5. Do you know your jurisdiction's top three visited nightlife establishments?
   □ Yes
   □ No

6. Do you know the city or state licensing/training requirements that bar and restaurant staff (managers, servers, security) need to operate?
   □ Yes
   □ No

7. Do bar and restaurant staff (managers, servers, security) in your nightlife areas know you personally, by name and on sight?
   □ Yes
   □ No

8. Do you visit nightlife establishments where crime is occurring in order to get a better understanding of the problem?
   □ Yes
   □ No

9. Have you ever spoken to a member of your jurisdiction's residential or business community about their nightlife concerns (violent crime, quality of life crime, noise, litter?)
   □ Yes
   □ No

10. Do you ever disseminate information to members of the residential or business community about crime occurring in your nightlife areas?
    □ Yes
    □ No

11. Do you know your city's noise/sound ordinance and the procedures/directives for handling conflicts between residents and businesses?
    □ Yes
    □ No

12. Do other city staff (code, fire, public health, planning) know you personally, by name and on sight?
    □ Yes
    □ No

13. Do you know which city agencies are responsible for and have a vested interest in maintaining safe nightlife areas?
    □ Yes
    □ No

14. Do you know which city agencies are responsible for maintaining your streets, utilities, and parks and do you know who specifically to contact?
    □ Yes
    □ No

15. Do you know of any public transportation or ride share programs designed to reduce impaired driving in your city?
    □ Yes
    □ No

16. If a stranger asked you to give a quick synopsis of the history of your city and nightlife areas, would you be able to do it?
    □ Yes
    □ No

17. Do you know the extent of drug activity in your jurisdiction's nightlife areas? □ Yes □ No

18. Have you ever attended a political meeting (city council, county commission, selectmen's, etc.) in your jurisdiction? □ Yes □ No

19. Can you name the major political leaders (mayor, city/town manager, councilmen, selectmen, or commissioners) in your jurisdiction? □ Yes □ No

20. Do you read (or at least scan) your jurisdiction's major newspaper every day? □ Yes □ No

Scoring:
- Give yourself one point for every "yes" answer.
- If you have worked at your agency for fewer than three years, give yourself two additional points.
- If you have worked at your agency for less than one year, give yourself three additional points (for a total of five).

16-20: You have made a concerted effort to get to know the people and problems occurring in your nightlife area. You most likely value relationship-based prevention over reactive enforcement to manage issues.

11-15: Your knowledge base is pretty solid and you are probably open to relationship-based prevention strategies. Look over your "no" answers and try to think of strategies to fill in the gaps.

6-10: You would benefit by improving your knowledge of problem-oriented strategies for identifying stakeholders and issues. Take some time each day to introduce yourself to staff from nightlife businesses and other city agencies.

0-5: You may be new to your job or you are not engaged in proactive problem solving. This training will help you identify the most important stakeholders and how to build relationships to work collaboratively on nightlife issues.

Your Score: ____

Adapted from "How well do you know your jurisdiction?" Chris Bruce, Danvers (MA) PD, received 1/2/09.

Evaluate Your Jurisdiction

Group Discussion

- General observations?

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- What are your biggest concerns?

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- Worst incident that has occurred in the past 3-5 years?

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- How many nightlife/entertainment areas are in are in your city?

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  _____

- What makes your city special? (Music, breweries, wineries, etc.)

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- How many patrons visit your nightlife/entertainment areas each night?

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- Does your city have a formal plan and are all stakeholders represented?

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- Do city and state enforcement agencies agree on the strategies to manage these areas?

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- What efforts/training are being deployed to reduce alcohol-related harm with patrons?

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  _____

- Is there communication between Police, ABC, Fire, Code, Health agencies?

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- Are there nightlife areas with poor lighting?

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- Are pedestrians at risk in your nightlife/entertainment areas?

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- What services are available for people experiencing homelessness?

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- Does the city provide public restrooms?

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- Does your city have a noise ordinance and how are conflicts resolved?

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- Is there a staff person in your city for planning and mediation between residents and businesses?

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- Does your city have an impaired driving management plan beyond DUI enforcement?

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- Is transportation available for venue staff and patrons?

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- Does your city have a trash management plan and schedule?

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Proposed Solutions
- Strategies?
- Budget?
- Number of resources?

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What Do Stakeholders Want from Nightlife Areas?
- Residents?
- Business owners?
- Patrons?
- Elected officials?
- Mayor/City manager?
- Municipal agencies (Police/Fire/ABC etc.)?
- Economic Development Office?
- Tourism Office?
- Business improvement districts?

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Nightlife Hierarchy of Needs

Community efforts and initiatives

Pride in business and identity of community

Collaboration and trust among stakeholders

Shootings, assaults, sexual assaults, DUI, drunk in public

Clean spaces, free of litter, adequate lighting

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Collect Data and Identify Issues Through Analysis

Allow data to direct resource distribution and use rather than relying on perception. Although data varies by jurisdiction, the issues contributing to alcohol-related harm are consistent. For example, public drunkenness, assault & battery, and disorder crimes look the same worldwide.

Data Collection:

Economic Impact
Measuring the impact on a community:
- Number of businesses
- Number of employees (full and part time)
- Sales from food
- Sales from alcohol
- Sales from live entertainment
- Total sales tax revenue
- Sales from special events
- Total occupancy per year/how many customers served per year
- Identify "nightlife" hours
- Geography - Square blocks or square miles

Public Safety – Police Data
Who will collect this information?
- Crime Analysis
- Bar/Restaurant Liaison Unit
- Community Policing Team
- All contacts:
  - Positive citizen contacts for the purpose of crime prevention
  - Drunk in public intervention
  - Supporting security and restaurant staff
  - ID verification
- Calls for service
- Calls for service by establishment
- Arrests by establishment
- Place of last drink data
- Fake identifications
  - Date
  - Establishment
  - Number turned in each week

- Arrests by type:
  Violent Crime
    - Rape
    - Sexual assault
    - Aggravated A&B/Malicious wounding
    - A&B on law enforcement
    - A&B
    - Disorderly conduct

  Quality of Life Crimes
    - Drunk in public
    - Underage possession of alcohol
    - Urinating in public
    - Possession of fake ID
    - Destruction of property
    - Noise complaints
    - Trash/Litter
    - Pedestrian violations

  Traffic
    - DUI
    - Traffic violations
    - Reckless driving
    - Aggressive driving
    - Hit & Run

Arlnow.com

Perception of Safety (Collected through surveys and feedback)
- Jurisdiction (Officers, Code Enforcement, Fire Marshals)
- Community
- Bars/Restaurants staff
- Patrons

Crime Prevention Through Environmental Design (CPTED)
- Lighting
- Signage
- Promote pedestrian areas
- Clear information about area (signs & maps)
- Use of cameras (public & private)
- Bollards
- Ride share/Taxi Lanes
- Bikes

Public Safety – Fire Data
- EMS Calls
- Fire Marshal inspections for occupancy and public safety issues
- Establishment violations
- Time needed to re-inspect violators
- Hours spent out of service
- Place of last drink data (transported EMS patients)
- List of establishments visited

Public Safety – ABC Data
- Number of restaurants/bars with ABC license
- Criminal & administrative violations
- Suspensions
- Fines

What does the data suggest in your jurisdiction?

What Jurisdictions Have in Common
- Alcohol-related harm is experienced the same way in every nightlife area across the globe.

- The establishments, not the police, determine alcohol consumption and resulting behavior.

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dailydot.com

Conduct Operational Analysis and Evaluate Resources

After conducting a thorough analysis to identify nightlife issues, the same analysis of staffing is necessary. Evaluating staff allows agencies to understand how many resources are available to implement the most effective nightlife management strategies. Jurisdictions are encouraged to consider patrol, community policing teams, detectives, school resource officers, and special operations officers when assessing resources. In addition, civilian staff working in crime analysis, warrants, courts, administrative, and records positions can be tasked with data collection and tracking available personnel.

Overall Number of Officers
Operational
- Day Shift
- Evening shift
- Midnight shift

Support
- Community Policing Team
- Special Operations
- Detectives
- School Resource Officers

Civilian
- Crime Analysis
- Warrants
- Courts
- Administrative
- Records

Washingtonpost.com

Group Exercise #1

Operational Plan Based on Unlimited Resources
Divide into working groups of 3-4 to create at least one optimal or preferred operation plan using number of officers and staff currently available:
- Number of areas?
- Number of establishments?
- Officers?
- Support officers?
- Civilian?
- How many resources are dedicated, hours and days of week?
- Overtime or patrol?

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Budget For Nightlife
Asking budget-restricted municipal agencies to commit to additional duties or create a new multi-agency unit comes with challenges. However, these agencies may already be spending considerable portions of their budget to manage nightlife. Municipal agencies are encouraged to complete an audit of current public safety personnel hours to get an accurate assessment of how resources are being used. Developing a cost model is necessary to secure new funding or allocating existing funds to a new strategy.

Consider what is already being spent to manage nightlife areas:
- Patrol hours (time spent on each call for service)
- Patrol overtime hours (units held past shift)
- Off duty overtime hours
- Wear and tear on equipment/vehicles (hours per year)
- Arrest hourly formula (arrest to court)

Develop a cost model for entertainment/nightlife areas:
- There is no such thing as a fixed cost for managing nightlife (There will always be unforeseen events that require additional commitment of funding)
- 80% of nightlife budget costs is staffing
- Cost model focus on two areas, resources and cost recovery
- Reduction of resources **(Prevention vs. Enforcement)**
- Budget increase from jurisdiction government
- Additional public safety funding from BIDs
- High risk businesses draw more resources

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Knowing the details of nightlife/entertainment funding and resources determines helps department executives determine a baseline budget. Identifying funds previously budgeted for outdated or cancelled services (such as taxi regulation or bus service) could be reallocated to support more effective approaches and services. Municipalities can also consider taxes or entertainment permits for businesses that have the biggest draw on municipal resources.

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Cost Analysis of Draw on Resources

Police
- Officers per year
- Average number of officers per call
- Hours per year
- Days per year
- Contacts per year
- Arrests per year
- Court hours per year per officer
- Specialized officer training (hours per officer)

Fire
- Calls for service
- Fire staff per call
- Hours per call
- Hours per year for hospital transports
- Fire Marshal inspection hours
- Fire code violations and compliance (hours per year)

Courts
- Court clerk staff hours per year associated to nightlife policing arrests
- Victim-Witness Advocate Office hours

Health
- Public Health inspection hours/per visit
- Public Health violations and compliance (hours per year)

Planning
- Permit review hours per year
- Trash management plan
- Coordinated transportation including loading zones, taxi stands, buses, etc.
- Office or position that resolves disputes between stakeholders

Code/Zoning
- Zoning inspection hours/per visit
- Zoning violations and compliance (hours per year)
- Noise ordinance that reflects allowable zoning

Planning a Budget for Nightlife
- Additional Cost Analysis
  - Dedicated nightlife team of officers (FTEs/per year)
  - Technical training (ID scanners, cameras, etc.), and hours required for certification cost
  - Certification hours to maintain officer training for safety and liability (TIPS, CPTED, etc.)
  - Data collection and ability to track violations, training, interventions

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Proactive Alliance
Relationship-Based Approach Topics

<u>YOU</u>

The Role of Authenticity and Self-Awareness
- Understanding these concepts and how they are related to establishing a collaborative relationship
- Resiliency
- Identifying and managing emotional triggers
- Boundaries: Interpersonal, Intrapersonal, and Ethical

Establishing and Maintaining Interpersonal Safety
- Psychological theories explaining why **safety** is essential to establishing a collaborative relationship

Self-Care
- Self-care is a priority when acting as a Proactive Ally
- Posttraumatic Stress Disorder (PTSD), depression, suicidality, and resources

Addressing the Power Differential
- Understanding and acknowledging the power differential between the police and the community
- Navigating ethical boundaries

<u>COMMUNITY</u>

The Collaborative Perspective
- Dual Process
- Empathy

Productive Empathy
- Understanding the role of unconditional positive regard and productive empathy
- Productive Empathy Techniques/Common Mistakes

Collaborative Feedback
- Collaboration, not control
- Ambivalence
- Responsive Collaboration

Eliciting Change with Proactive Alliance/Maintaining Proactive Alliance
- The Stages of Change
- Challenges
- Managing conflict
- Proactive Guardian

CO-WORKERS

Bystander Effect
- Countering the Bystander Effect

Culture of the Law Enforcement Workplace
- Degree of Responsibility
- Recruiting others

Practical Application of Proactive Alliance
- How Proactive Alliance enhances proven policing strategies
    - Problem-Oriented Policing
    - Focused Deterrence
    - Hot Spots Policing
- Strategic Procedural Justice
- Use of enforcement and discretion

The Proactive Alliance Origin Story

Before being able to productively collaborate with community stakeholders, police need to establish trust, form individual relationships, and engage in respectful and honest communication. Therapists train for years in graduate school, practicums, internships, and residencies to learn these skills. Molly C. Mastoras, a licensed professional counselor, created Proactive Alliance as a method for MPO Dimitrios Mastoras to specifically address complex nightlife management issues; however, PA's perspectives and techniques are applicable to all kinds of complex community problems.

Similarities between cops and therapists:

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The Proactive Alliance policing approach is based on multiple therapeutic techniques that are historically used in clinical settings, but can also be applied more generally in the community by police to establish rapport, respect, collaboration, empowerment with community stakeholders. The goal is to draw in stakeholders that are challenging to engage and achieve mutually beneficial outcomes over time through collaborative relationships.

The Proactive Alliance policing approach teaches law enforcement to use certain adapted therapeutic techniques, establish communication and relationships, and engage in collaboration with stakeholders in order to accomplish public safety goals.

The Need for a Relationship-Based Approach

Policing in the 21st century is continuing to evolve and events over the past five years are sparking reform and a need for solutions that originate from outside of law enforcement.

LAPD Community Safety Partnership

In 2011, The Los Angeles Housing Authority and the Los Angeles Police Department began a community safety program, the Community Safety Partnership (CSP), which focused on improving trust between police and residents and reducing violent crime at public housing developments in the city. This program used non-traditional methods, but mainly focused on relationship-based approaches.

In 2020, Dr. Jorja Leap of UCLA completed an evaluation of the CSP to determine its impact on crime and establishing trust.

Evaluation findings, challenges, and recommendations are highlighted below:

EVALUATION OF THE LAPD COMMUNITY SAFETY PARTNERSHIP

UCLA Luskin
MARCH 2020
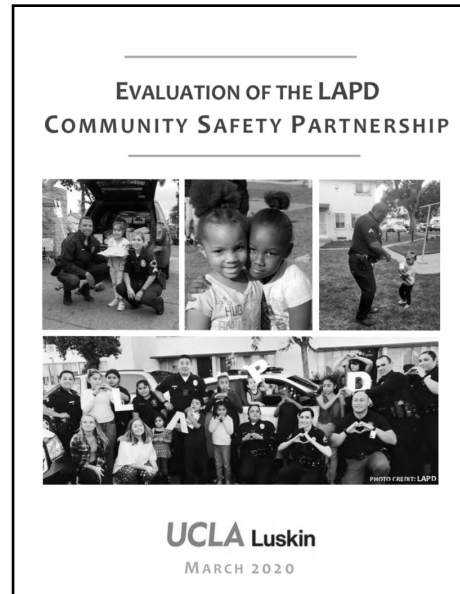
Some Key Evaluation Findings (Pg. ii, iii)

- CSP's trust and relationship-based partnership policing improves resident perceptions of safety.
- Implementation of CSP helps reduce the dangerous conditions at CSP sites that historically fueled violent crime and enhanced gang control. By disrupting gang intimidation and control of public spaces, CSP increases residents' ability to gather and enjoy public spaces, facilities, and programs.
- As CSP works to reduce dangerous and high-risk conditions that fuel crime, residents' and stakeholder trust grows.
- Analysis of LAPD crime statistics demonstrates that crime reductions associated with CSP sites are even greater than overall crime declines across the City.
- It is clear that the impact of CSP is not narrowly limited to reducing gang violence; instead, its efficacy for other epidemic crises, such as homelessness, is promising and should be implemented.
- Over six years data analysis revealed that CSP **reduced** violent crime by approximately: (Pg. vi)
    - 221 fewer incidents
    - 7 fewer homicides
    - 93 fewer aggravated assaults
    - 122 fewer robberies

(Leap, Jorja, (2020). Evaluation of the LAPD Community Safety Partnership. UCLA Luskin)

> **Challenges** (Pg. xii, xiii)
> The key challenges CSP implementation faced consisted of the following:
> - CSP officers, residents, and stakeholders all described an overall lack of knowledge surrounding the CSP model, its components, and its ongoing implementation.
> - Accompanying the general lack of understanding about CSP, data from both sites indicated there is weakened fidelity to the model that does exist.
> - Residents, institutional partners, community-based organizations, and stakeholders were all definite in their desires that the CSP program continue to operate at each site but also clearly expressed the need for it to be more participatory and accountable moving into the future.
> - Collaboration between CSP officers, residents, and community-based organizations must be improved and fortified. As part of this, there must be increased attention to building collective efficacy, community capacity, and resident leadership.
> - There is a need for a strategic organizational center to support CSP officers, residents, institutional partners, and community-based organizations.
> - The core values of trust and relationship-building that are integral to CSP's holistic approach are transferrable to other LAPD units and other law enforcement settings but require a blueprint to enhance and institutionalize this non-traditional law enforcement methodology.
>
> (Leap, Jorja, (2020). Evaluation of the LAPD Community Safety Partnership. UCLA Luskin)

Challenges include officers who did not have a working knowledge of the CSP model and goals interfering with relationships and progress. Assessment of the challenges also demonstrated the need for a blueprint to institutionalize the relationship-based methodology. Proactive Alliance can provide the structure and concepts needed to replicate this type of model and program.

> **The following represent the key characteristics of CSP Policing:** (Pg.23)
> - Relationship-based
> - Collaborative
> - Trust Building
> - Truth and Reconciliation
> - Comprehensive and Holistic
> - Community Partnership
> - Focus on Drivers of Violence and Community Stability
> - Transparent and Accountable
> - Proactive and Creative
> - Willing to Take Risks
> - Data-driven and Research-based
>
> (Leap, Jorja, (2020). Evaluation of the LAPD Community Safety Partnership. UCLA Luskin)

Proactive Alliance embodies the characteristics of CSP and can be taught to officers.

> **There is a profound need for both a new paradigm and replicable models to promote public safety and truly expand the meaning of "police-community partnerships."** (Pg.1)
>
> **Some Key Recommendations** (Pg.123-137)
> - Command officer training regarding all aspects of CSP is critical to both the success and institutionalization of the model. Because of this, such training must occur at regular intervals.
> - Train CSP officers on all aspects of an effective relationship‐building process, including the ability to forge connections with individual residents and community‐based organizations.
> - Train CSP officers on specific skills they can use to build trust. Additionally, the core principles of trust building should be infused in CSP training Department‐wide.
> - Establish a mentoring and technical assistance program that links experienced and new CSP officers.
> - Develop and adopt specific Performance Indicators that measure relationship‐building and incorporate them into performance evaluations so that promotions become dependent on their fulfillment.
> - Facilitate continuous and systematic communication between law enforcement, residents, institutional partners, and community‐based organizations.
> - Each CSP site must have a coordinated, wrap‐around safety plan that all residents, partners, and stakeholders are aware of and actively work towards fulfilling.
> - View and engage residents and community stakeholders as legitimate partners with law enforcement.
> - Create and reinforce systems to ensure that CSP officers, residents, and stakeholders are working together in all aspects of CSP programming.
> - It is strongly recommended that the Chief of Police prioritize CSP and relationship‐based, partnership policing as LAPD Best Practices, leading from the top down and reinforcing the preeminence of this approach to law enforcement.
> - Ensure that all divisions, groups, and specialized units work together with CSP officers.
> - Focus on the internalization of CSP values and core concepts Department‐wide to ensure both the institutionalization and long‐term success of CSP and relationship‐based partnership policing.
>
> (Leap, Jorja, (2020). Evaluation of the LAPD Community Safety Partnership. UCLA Luskin)

Lastly, the UCLA evaluation of CSP recommended that command level officers receive relationship-based policing training to ensure supervisory support of these methods. Other notable recommendations include specialized training for officers to build relationships with both individual residents and community-based organizations and specific officer performance indicators related to relationship building.

U.S. Military
According to United States Department of State, "Counterinsurgency (COIN) is the blend of comprehensive civilian and military efforts designed to simultaneously contain insurgency and address its root causes." (Caslen and Loudon, 2011)

The U.S. military effectively uses relationship building to achieve military objectives all over the world. Despite its success, military leadership did not quickly embrace the COIN philosophy; however, it was eventually recognized because relationship building allowed U.S. forces to obtain needed intelligence on deep-rooted insurgency in areas of conflict.

Goals of COIN
- Identify root causes
- Improve ability to work together with stakeholders
- Negotiation of the reduction of violence
- Greater efforts on supporting the population through economic means

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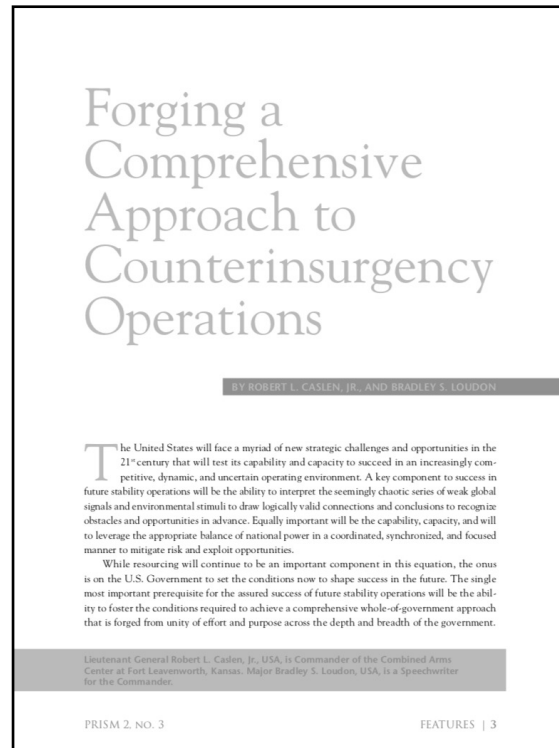
Multi-National Force-Iraq Commander's Counterinsurgency Guidance (GENERAL PETRAEUS'S COUNTERINSURGENCY GUIDANCE TO TROOPS HEADQUARTERS, MULTI-NATIONAL FORCE – IRAQ BAGHDAD, IRAQ APO AE 09342-1400, 21 June 2008)

- Serve the population
- Live among the people
- Promote reconciliation
- Walk
- Understand the neighborhood
- Build relationships

- Look for sustainable solutions
- Manage expectations
- Be first with the truth
- Exercise initiative
- Learn and adapt

Why New Concepts "Won't Work"

"It Is What It Is"
Chronic crime problems are often viewed as "unsolvable" and are passed from one commander to the next. These issues are a constant nuisance for the agency and are a drain on officer resources. Officers tend to believe that if there was a new effective strategy, it would already be in practice.

Excuses
Officers use phrases that summarize their resistance to change or when introduced to new approaches. Have you said or heard fellow officers say?

- "The problem is…"
- "We're here to kick ass and take names"
- "Show 'em who's boss"
- "Better to be judged by 12 than buried by 6"
- "This is how it starts…"
- "We're now issuing hugs instead of tickets"
- "Touchy feely"
- "Lock them all up, and they'll get the message"

When officers use these types of phrases, fear can drive apprehension and acceptance of new policies and strategies.

Concerns:

- New scrutiny by supervisors
- Wanting to remain rigid in their duties (because they know what works for them)
- Some officers can be dismissive, oppositional, and may event try to sabotage others from implementing new strategies

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Excuses and Underlying Issues (Ratcliffe, 2019)

Excuses	Underlying Issues
"We've done that before and it doesn't work"	Does your application adhere to an evidence-based method?
"It's always been done that way"	It's always been complained about that way. Being closed to strategies that originate outside of policing
"If that worked, we'd be already be doing it "	I don't want to learn/or am afraid or try something new. Innovation is not an encouraged aspect of police culture
"We're too busy to implement new approaches"	Short sighted perceptions. Investing time in learning the multi-component approach may save resources and money in the long run

More Excuses

"How can any real problem solving occur when officers are being run ragged from call to call?"

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"We don't have the luxury of taking the time to problem solve or connect with our community."

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"That's soft."

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Assumptions

Identifying a problem and how to deal with it may come with frustration and feelings of futility. Policing tends to value experience and "time on" more than new perspectives or outside interventions, such as research or other areas of academic study. Further, law enforcement fosters action, even if that action will be ineffective or worse, do harm.

Some supervisors and officers are inclined to devalue training that does not fit their perception of what works and can even prevent other officers from engaging in problem solving and learning. Conducting a thorough data analysis will determine WHY an issue is occurring and allow for a specific and more effective intervention. Policing in a traditional, reactive way allows law enforcement to "kick the can down the road" and declare that all options are exhausted without analysis or research.

Pitfalls

Supervisors are assumed to have the knowledge and ability to identify problems and implement effective policing strategies. Executive leaders challenge officers to manage projects and initiatives from a macro perspective, but are not usually involved in the day-to-day work.

Commanders must respond, rather than react, to a crisis and resist pressure from the community, public officials and others to "do something." Giving into pressure rather than creating a thoughtful strategy leads to flawed decision-making that is not rooted in evidence, data, or facts. Police can fall into the trap of providing a short-term fix that does not include a comprehensive assessment of the problem, creating needless stress and ineffective outcomes. Law enforcement needs to rely on data and evidence in addition to experience and intuition when attempting to solve chronic crime.

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The Criminal Justice System

The criminal justice system is not built to solve problems that require multi-component solutions. The criminal justice system also will not solve crime issues. The crime funnel as it is called, demonstrates that "as cases fall through the system, the numbers shrink. For every 1,000 crimes the public suffer, we incarcerate offenders in just four cases." (Ratcliffe, 2019)

The Crime Funnel

Crimes experienced by the public	1000
Reported to the police	530
Recorded to the police	429
Detected offenses	99
Prosecuted in court	60
Found/pleaded guilty	50
Custodial sentence	4
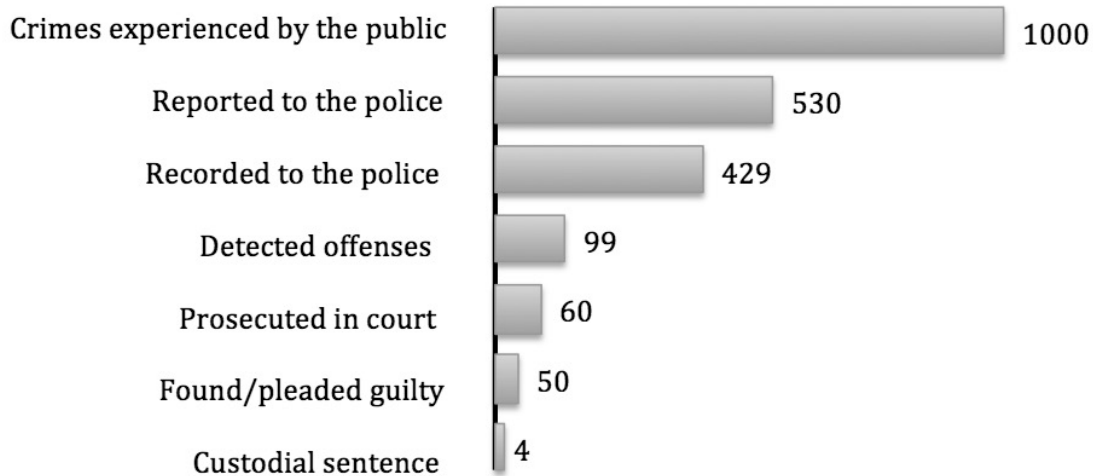
Reducing Crime, The Crime Funnel pg102

Why Enforcement Alone Doesn't Work

When politicians and the community demand to know "What is being done?" police departments often rely on enforcement alone, an approach that can be very costly and possibly destroy community relationships. Pure enforcement is a reactive, short-term answer that does not identify underlying issues, thus perpetuating rather than solving problems.

Saturation patrols with uniformed officers can be misconstrued as a "silver bullet" that solves all problems.

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How Do Police Spend Their Time?

In 1970, *Police Task and Time Study* by John A. Webster was released in the Journal of Criminal Law and Criminology. In this article, Webster concluded that police activities fall more within the domains of social work and administration than that of "crime fighting."

TABLE 1	Fre-quency	Con-sumed Time
Crimes Against Persons	2.82	2.96
Crimes Against Property	13.76	14.82
Traffic	7.16	9.20
On-View	19.68	9.10
Social Service	17.27	13.70
Administration	39.28	50.19

John A. Webster, Police Task and Time Study, 61 J. Crim. L. Criminology & Police Sci. 94 (1970)

In 2013 a study of police officers in Cincinnati, OH found that patrol officers' duties were distributed in the following ways:

- 33% Uncommitted patrol time
- 20% Non-crime calls
- 17% Crime-related calls
- 13% Administrative matters (court, reports, etc.)
- 9% Personal time
- 7% Public assistance, community meeting, problem solving

Victor E. Kappeler, Ph.D. , 2013, So You Want To Be a Crime Fighter?

> ### Recommended Reading: Reducing Crime, A Companion for Police Leaders, Jerry Ratcliffe

Percentage of Calls for Violent Crime

Serious violent crimes have made up around 1 percent of all calls for service in these police departments so far this year.

Baltimore	0.9%
Chandler, Ariz.	1.0%
Cincinnati	1.2%
Montgomery County, Md.	0.5%
New Orleans	1.0%
Phoenix	1.8%
Sacramento	1.4%
San Diego	1.0%
Seattle	1.3%
Tucson	0.7%

New Orleans	Montgomery County (Md.)	Sacramento	
37%	37%	32%	Responding to Noncriminal Calls
15	13	19	Traffic
		7	Other Crime
15	19	12	Property Crime
14	12	18	Proactive
10	7		
6	8	9	Medical or other
4	4	4	Violent Crime
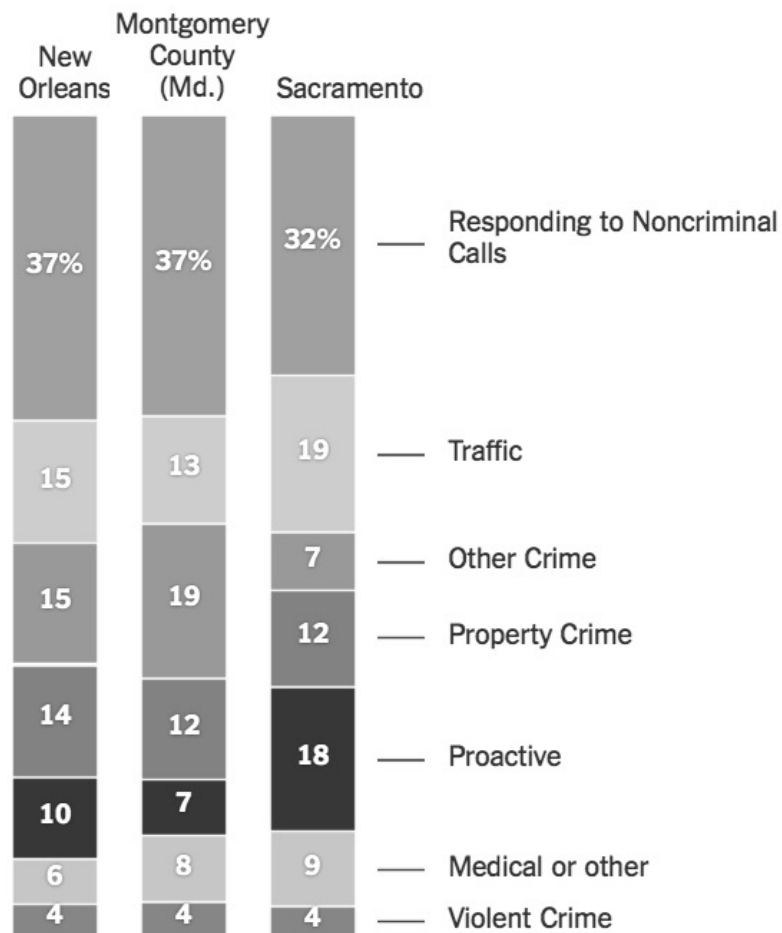
Jeff Asher and Ben Horowitz, How Do the Police Actually Spend Their Time?

> **Quote:**
> *"I'm all for social work, and mental health, but call me old fashioned, I think you may actually want a police officer to stop a criminal and arrest him before we try and work through his feelings."*

Think about how you spend your time on any given shift:

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Training

Knowing how officers spend their time on any given shift, if you were the lead executive of a law enforcement agency how would you divide time spent on training?

Exercise:

Allocate the percentage of time you believe would make an officer most effective for each skill set:

Percentage of Time

Operations   **_____%**
- Report writing
- Patrol procedures
- Investigations
- Accident investigations
- Emergency vehicle operations
- First aid/CPR
- Computers

Weapons/ Use of Force   **_____%**
- Defensive tactics
- Firearms
- Use of force
- Non-lethal weapons

Self-Improvement   **_____%**
- Ethics and integrity
- Health and fitness
- Communications
- Professionalism
- Stress management

Legal Education   **_____%**
- Criminal law
- Traffic law
- Juvenile law

Training Hours

Law enforcement training academies vary in curriculum and minimum hours required for graduation before entering a field-training program. The average number of basic training hours is 672 (Hawaii 1112 hours, Indiana 340 hours). The FTO requirement can push training hours up to another 480 over 12 weeks; however, the scope of that training falls on the agency's field training curriculum and the field training officer's adherence to the training goals.

<u>2006</u>

What basic training looks like for state and local police

Most time is spent on...

Firearms skills	60 hours
Self-defense	51
Health and fitness	46

Least time is spent on...

Computers/info systems	8
Juveniles	8
Domestic preparedness	8
Ethics and integrity	8
Community policing strategies	8
Mediation/conflict mgmt.	8
Hate crimes/bias crimes	4
History of law enforcement	4

Data from a 2006 Bureau of Justice Statistics special report
Credit: Alvin Chang

2013

Major subject areas included in basic training programs in state and local law enforcement training academies, 2013

Training area	Percent of academies with training	Average number of hours of instruction required per recruit*
Operations		
Report writing	99%	25 hrs.
Patrol procedures	98	52
Investigations	98	42
Traffic accident investigations	98	23
Emergency vehicle operations	97	38
Basic first aid/CPR	97	24
Computers/information systems	61	9
Weapons/defensive tactics/use of force		
Defensive tactics	99%	60 hrs.
Firearms skills	98	71
Use of force	98	21
Nonlethal weapons	88	16
Self-improvement		
Ethics and integrity	98%	8 hrs.
Health and fitness	96	49
Communications	91	15
Professionalism	85	11
Stress prevention/management	81	6
Legal education		
Criminal/constitutional law	98%	53 hrs.
Traffic law	97	23
Juvenile justice law/procedures	97	10

*Excludes academies that did not provide this type of instruction.

Source: Bureau of Justice Statistics, Census of Law Enforcement Training Academies, 2013.

Question:
Are police officers equipped to handle the work they will face?

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Community policing topics in basic training programs in state and local law enforcement training academies, 2013

Source: Bureau of Justice Statistics, Census of Law Enforcement Training Academies, 2013.

Community policing subject areas in basic training programs in state and local law enforcement training academies, 2013

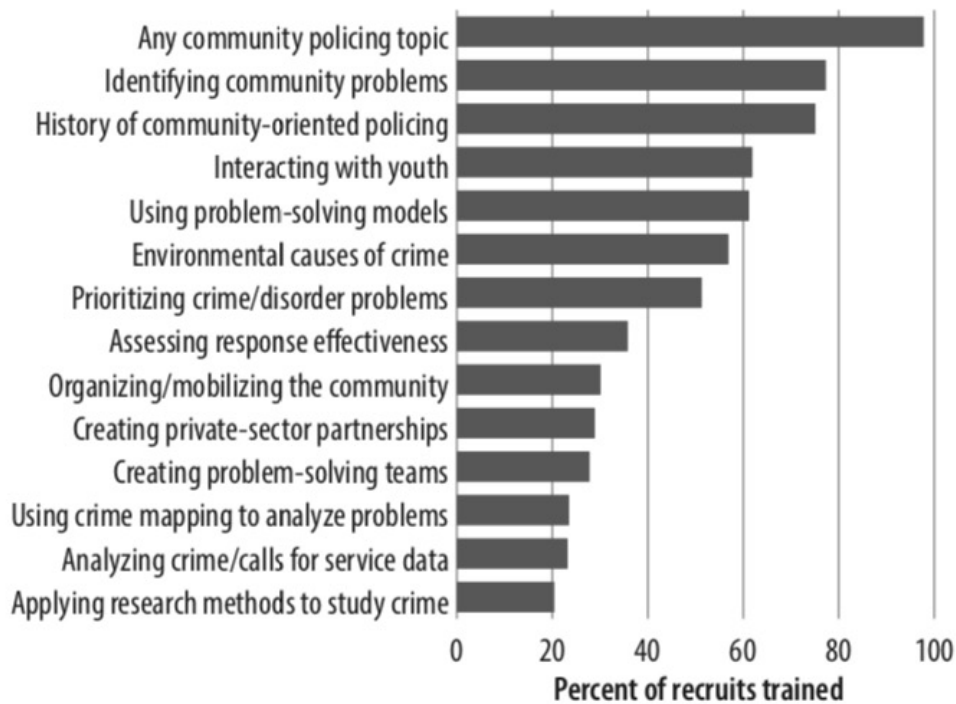| Topic	Percent of academies with training	Average number of hours required per recruit*
Total	97%	43 hrs.
Cultural diversity/human relations	95	12
Mediation/conflict management	82	9
Community partnership building/ collaboration	82	10
Problem-solving approaches	80	12

*Excludes academies that did not provide this type of instruction.

Source: Bureau of Justice Statistics, Census of Law Enforcement Training Academies, 2013.

2018

TABLE 7
Subject areas that academies offered and recruits received during basic training and average length of instruction, 2018

Subject area	Percent of academies	Percent of recruits	Average length of Instruction*
Operations			
Basic first aid/CPR	96.8%	92.9%	24 hours
Computers	62.9	65.2	12
Emergency vehicle operation	97.0	96.8	40
Evidence processing	96.3	96.8	16
Intelligence gathering	64.8	66.9	10
Interrogation	95.3	96.6	13
Investigations	97.2	97.5	36
Patrol procedures	98.0	99.0	52
Radar/lidar	49.8	40.8	18
Report writing	99.5	99.7	24
Traffic accidents	96.6	97.3	26
Weapons/defensive tactics			
Deescalation/verbal judo	88.3%	92.3%	18 hours
Defensive tactics	99.5	99.7	61
Firearms skills	99.3	99.5	73
Nonlethal weapons	92.3	91.4	20
Legal			
Criminal/constitutional law	99.3%	99.3%	51 hours
Juvenile justice law	97.1	97.8	11
Traffic law	97.2	98.6	26
Community policing			
Community building	77.0%	79.5%	11 hours
Crime mapping	26.3	23.3	6
Cultural diversity	93.8	96.8	14
Mediation/conflict management	74.7	77.9	13
Problem solving	74.9	79.5	16
Research methods to study crime/disorder	31.4	36.8	9
Self-Improvement			
Basic foreign language	24.5%	24.0%	14 hours
Communications	89.1	92.2	16
Ethics and integrity	99.3	99.6	12
Health and fitness	98.0	97.0	50
Professionalism	87.1	89.4	12
Stress prevention	87.5	89.9	9
Special topics			
Active shooter response	90.4%	91.6%	14 hours
Clandestine drug labs	69.6	67.9	5
Crimes against children	90.4	95.2	8
Cyber/internet crimes	63.3	62.3	4
Domestic violence	97.7	98.8	15
DUI/sobriety	94.1	95.2	25
Elder abuse	73.4	78.8	4
Emergency management	80.8	82.3	9
Gangs	82.1	89.1	5
Hate/bias crimes	82.2	86.9	5
Human trafficking	75.9	73.1	5
Mental illness	96.9	98.1	16
Opioids	81.5	84.7	5

Subject area	Percent of academies	Percent of recruits	Average length of Instruction*
Sexual assault	93.5	97.0	7
Sexual harassment	77.2	80.0	4
Terrorism	86.3	88.5	6
Victim response	87.5	88.1	6

Note: Percentage of recruits is based on recruits who started basic training. See appendix table 8 for standard errors.
*Includes academies that reported offering the subject area.
Source: Bureau of Justice Statistics, Census of Law Enforcement Training Academies, 2018.

Evidence-Based Policing

In 1998, Dr. Larry W. Sherman created the term "evidence-based policing" (EBP) which models evaluation of policing strategies after evidence-based medicine primarily using randomized control trials to gauge effectiveness.

The UK College of Policing provides a very useful definition of evidence based-policing:

"In an evidence-based policing approach, police officers and staff create, review and use the best available evidence to inform and challenge policies, practices and decisions."

Why is it Important to Know Evidence-Based Policing?

Policing has relied on tradition and reactive strategies for many years. When police use approaches because "that is the way it has always been done," there is no effort to evaluate whether or not they are effective. Police can sometimes cause unintentional harm by applying an enforcement strategy that is not evidenced-based.

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Some Policing Strategies Disproven by EBP
- Gun buyback programs
- Drug Abuse Resistance Education (D.A.R.E.)
- Summer jobs for at-risk youth
- Neighborhood watch programs organized with police
- Storefront police offices
- "Scared Straight" programs

Officer Individuality

Using an officer's individuality along with effective communication skills can elicit change and contribute to community safety. While the barrier that kept police from engaging with community members 40 years ago was being in their patrol cars, the current barrier to positive community interaction with the police is a lack of trust and legitimacy, as identified in the *Final Report of the President's Task Force on 21st Century Policing.*

To erode this barrier, individual officers need guidance and training on how to join with the community in a purposeful, productive, and humane manner that uses their personalities and discretion as instruments of change.

Community policing efforts are successful in engaging those people and organizations that are motivated to partner with police, specifically to broaden the police's appeal and create positive public exposure. Events such as Coffee with a Cop or National Night Out allow citizens to interact with police officers outside of the enforcement realm. Although these events achieve the goal of creating and maintaining partnerships, results are limited because community policing alone cannot be used as the sole solution to complex, large-scale problems.

Molly C. Mastoras and Dimitrios Mastoras, "Proactive Alliance" Police Chief Online, September 11, 2019. https://www.policechiefmagazine.org/proactive-alliance-ethos-broken-windows/

Proactive Alliance Policing vs. Community Policing

Community Policing

The US DOJ COPS Office publication, Community Policing Defined (2014) explains, "Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."

- **Community Partnerships**
  Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police

- **Organizational Transformation**
  The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving

- **Problem Solving**
  The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses

- **Crime Triangle**
  To understand a problem, many problem solvers have found it useful to visualize links among the victim, offender, and location (the crime triangle) and those factors that could have an impact on them rather than focusing primarily on addressing the root causes of a problem, the police focus on the factors that are within their reach, such as limiting criminal opportunities and access to victims, increasing guardianship, and associating risk with unwanted behavior.
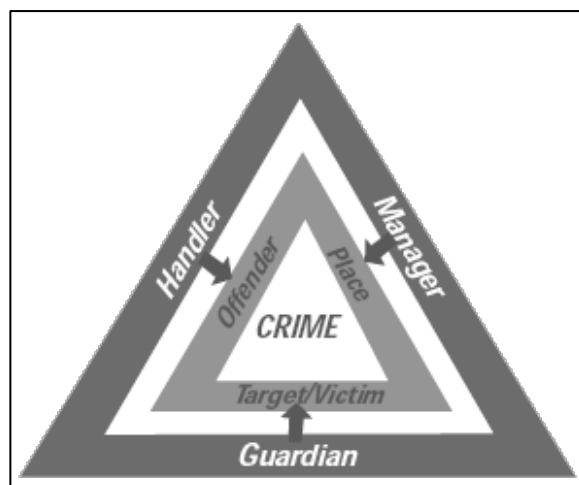
Community Policing and the Proactive Alliance Policing Approach:

- Community policing is based on problem solving and community partnership, which are also the "big picture" goals of the Proactive Alliance policing approach.

Proactive Alliance prioritizes individual interactions between police officers and individuals in the community or collateral agencies with the intent of building lasting relationships for the purpose of effective problem solving.

- Community policing also focuses on maintaining relationships with those entities that already want to engage and forge partnerships with law enforcement, such as civic associations, places of worship, veteran's affairs groups, and other community groups, all of which are already motivated and committed to collaboration.

Proactive Alliance teaches officers methods to build relationships with those individuals in the community who are more challenging to engage due to lack of trust with police.

In the *National Academies of Sciences, Engineering, and Medicine, (2018), Proactive Policing: Effects on Crime and Communities,* the committee found that community policing is not effective in *preventing* crime as a stand alone organizational strategy. But when it is used collectively with other policing strategies it has shown to be modestly effective. Community policing was also shown to make "modest improvements in the public's view of policing and police in the short-term."

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Recommended Reading:
https://cops.usdoj.gov/RIC/Publicati
ons/cops-p157-pub.pdf
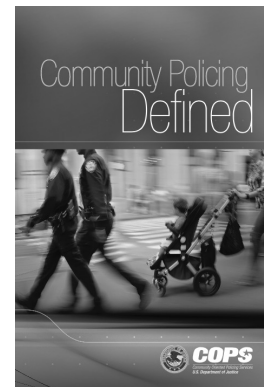
Community-Oriented Policing Research

In 2014, Charlotte Gill, David Weisburd, Cody W. Telep, Zoe Vitter, and Trevor Bennett conducted an evaluation titled *Community-Oriented Policing to Reduce Crime, Disorder and Fear and Increase Satisfaction and Legitimacy Among Citizens: A Systematic Review*, which found evidence that community satisfaction and legitimacy improved when police engaged in community-oriented policing based on 65 evaluations of community policing programs.

Gill, et al. concluded that community-oriented policing improves legitimacy and satisfaction with the police and that development of positive relationships between police and the community creates a necessary medium for effective problem solving. Gill, et al. stated, "Ultimately, the adoption of a community- oriented philosophy by police departments, combined with highly-focused, place and problem-specific crime prevention strategies, could be the precursor to creating long term improvements and healthy communities."

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> *Quote:*
> *"There is a feeling in the scholarly literature that to some extent community policing has been a buzzword rather than something that has been implemented."*
>
> *"Looking like the community can certainly be beneficial, but it's not the key...citizen's perceptions of law enforcement are far more influenced by how police behave than how they look. Because it is a philosophy or a set of principles rather than a defined model, we see a different level of engagement among police departments."* - Dr. Charlotte Gill, Deputy Director, George Mason University Center for Evidence-Based Crime Policy.

The *Proactive Alliance* Structure

Proactive Alliance has three main parts that are each broken into two steps:

KNOW and ACT

1. You The Proactive Ally	2. Community Responsive Collaboration	3. Co-Workers Peer Supervision
Know: – Self-awareness – Authenticity – Acknowledging the power differential	**Know**: – Empathy – Productive Empathy – Collaborative Feedback – How to Elicit Change	**Know**: – Bystander Effect – Culture of Policing – Degree of Responsibility
Act: – Identifying thoughts/feelings – Managing behaviors – Protecting the self – Addressing the power differential	**Act**: – Responsive Collaboration – Manage conflict – Deliberate Restraint	**Act**: – Engaging in peer supervision – Being an Active Bystander

Proactive Alliance Roles

Mentor

- Role models PA perspectives and strategies
- Transfers skills to diverse situations and chronic issues
- Engages in peer supervision with other mentors, leaders, and practitioners and provides appropriate feedback
- Identifies and recruits co-workers to become leaders and mentors
- Understands the "big picture" while still engaging in project tasks
- Anticipates problems and barriers to progress and engages in preventative planning
- Takes a multidisciplinary approach to problem solving

Leader

- Understands and embraces PA perspectives and strategies
- Demonstrates proficiency in PA techniques and can articulate their purpose
- Recognizes the complementary relationship between POP and PA
- Reads and values evidence-based research and POP strategies
- Takes initiative in building relationships with stakeholders
- Regularly engages in peer supervision

Practitioner

- Continues to learn PA perspectives and strategies
- Assists leaders and mentors by executing tasks essential to overall goals
- Supports and protects PA and POP efforts even if not directly involved with an initiative
- Understands the dangers of enforcement only strategies
- Uses individual PA techniques to practice and learn
- Engages in peer supervision

Identity   Belief   Capability   Behavior

YOU: The Proactive Ally

Use of Self- Agent of Change

An officer's self/personality is a "tool of the trade" that needs to be taken care of and protected, as does a duty weapon.

What is the **self**?

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What does **"use of self"** mean?

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What are the helping professions? Historically:

- Psychotherapy
- Nursing/Medicine
- Ministry
- Social Work

Policing is a hybrid of enforcement and a helping profession. What made you want to be a police officer? In what way is "helping" important to you?

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Authenticity / Self – Awareness

Simply, authenticity is "being yourself" or adhering to your values in all settings. Allowing members of the community to see beyond your badge and uniform and interact with you as a human being increases the likelihood that individual community members will develop trust and be willing to collaborate.

What is your understanding of how others view of you?

Does this change when you are at work?

What are your social strengths and weaknesses?

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Why is self-awareness important?

Carl Rogers was a psychologist and creator of the Person-Centered Therapy approach. He found that being yourself is the only way to establish a genuine connection with another person:

> *Quote:*
> *"To withhold one's self as a person and to deal with the other person as an object does not have a high probability of being helpful."* (Rogers, p. 47)

Essentially, being yourself, interacting authentically and employing **unconditional positive regard** (being able to accept and respect others without judgment) is essential to maintaining an effective working relationship. An important part of self-awareness is to know your triggers, or when your "buttons are pushed."

How to Tell When You Are Getting Triggered or Emotionally Activated

- Anger…heart beating fast, sweating, "fight or flight" reaction

- Anxiety/panic (similar physical symptoms, but accompanied by fear)

- Apathy or "shutting down," not caring, feeling removed

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As a human being, you must expect to have these emotional reactions. Sometimes, they are essential information that a boundary has been crossed. Having these emotional reactions is essential to your ability to interact successfully in a helping relationship, but you need to know how to protect your self, manage these emotions, and apply the information gathered appropriately to the situation.

Fostering self-awareness also includes identifying prejudices and judgments, which we all have. Humans naturally have prejudices and judge other people; having them does not make you a "bad person." However, being aware of prejudices or assumptions is essential when making safe and fair decisions, especially for police, who are in a position of power in the community. Becoming familiar with personal prejudices and judgments is an important piece of understanding your self and the perception of others.

Self vs. Role

- How are *you* different from your role as a police officer? How are you the same?

- What personal attributes might you hide or subdue while you are at work?

- How much of being an officer is part of your identity?

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Boundaries

The concept of interpersonal boundaries originates from family systems theory and the idea that family members are separate from each other and have their own experiences, needs, and feelings separate from the group.

What is a Boundary?

- A physical boundary can be a space, barrier, wall, or fence to define an area. "Personal space" is how close (or not) you feel comfortable having another person near you or in your space. Physical boundaries are pretty easily understandable and identified. They are also a good reference point or symbol for "emotional" or "personal" boundaries, which are intangible and harder to define. Emotional boundaries are an essential piece of successful relationships, either in your personal or work life.

- Establishing and maintaining healthy emotional boundaries means being able to understand and identify your own emotions, which means taking the time to do so, which is why having a sense of authenticity and self-awareness is essential. You are the only person who is able to identify your experiences, needs, and emotions and can set your personal boundaries.

Why Are Emotional Boundaries Important?

- Unlike physical boundaries, which can reflect personal, physical safety (someone is going to hit you or abuse you in some way), an open emotional boundary leaves you vulnerable to negative emotions and experiences that can be even more disabling than a physical injury. A poor emotional boundary either in yourself or in others can be much more difficult to identify because there is no visible injury.

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Types of Interpersonal Boundaries
- **Closed/Rigid** – Metaphorically, a rigid boundary is a closed door.
  Examples:
    - "The Silent Treatment"
    - "Stonewalling"
    - Controlling behaviors such as not interacting with other people because they won't comply with your "rules" or standards of behavior.

- **Porous/Loose** – The door is wide open and everyone and everything comes right in. People with porous or loose boundaries tend to get overinvolved in other people's lives and problems and do not advocate for themselves if someone treats them poorly.

  Examples of Porous/Loose Boundaries:
    - TMI – "Too much information."
    - Doormat/People Pleaser

- **Flexible/Healthy** – This is a constantly changing state of more rigid and more porous boundaries based on your self-awareness and feelings of authenticity. Healthy boundaries are not "all or nothing" states, rather a spectrum of boundaries to be used at appropriate times.

How do you know an emotional boundary has been crossed?
- **Crazy Making** – When you literally feel crazy when in the orbit of a certain person or group of people. This occurs when someone is manipulating or "gas lighting" a situation to the point that you are having difficulty identifying and trusting your own feelings and impressions.

- **Feeling Bad** – You feel angry, depressed, taken advantage of, tired, annoyed, resentful, inadequate, embarrassed, stressed, or insecure in relation to a certain person or situation and have having difficulty managing these feelings.

- **Taking on the Feeling** that other people are feeling. Most of us have been in a situation where someone is feeling anxious or upset and then we find ourselves feeling anxious and upset as a result.

Discussion: Any other examples of how you might feel when you or others have poor boundaries?

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Maintaining Healthy Boundaries

- Saying "No" when you do not want to do something and accepting "No" as an answer from others

- Valuing your own opinion and not subjugating it to others

- Complying with your values despite outside pressure

- Sharing personal information in a way that makes you and others feel comfortable

- Respect differences

- Appropriately communicate needs, expectations, and feelings without being abusive or disrespectful to others

Ethical Boundaries

A dual relationship is having two separate relationships with one person. For example, a person can be a sibling but also a friend, a co-worker, or roommate. These relationships can be complicated.

Effectively managing or disengaging from dual relationships is an important aspect of Proactive Alliance. When establishing professional relationships with stakeholders, you will inevitably like some of them personally, or they may offer you gifts, services, or other perks either because they like you or because they want to influence you.

It is essential to maintain proper boundaries and not engage in dual relationships in this context. This includes not accepting gifts, services, or perks for any reason. Additionally, being *friendly* with stakeholders is entirely appropriate, but being *friends* with them is not. This would be considered a dual relationship.

Dual relationships are problematic because they can influence an officer's opinion of a stakeholder or establishment and may possibly impact how they enforce the law. This is a conflict of interest and unethical.

With that said, everyone makes mistakes. Sometimes ethical missteps are not clear or complex. Discussing your concerns with a co-worker or supervisor who is trained in the Proactive Alliance approach is encouraged to help you successfully avoid or manage dual relationships.

Discussion/Free writing: What are examples of ways you may be tested ethically by stakeholders?

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Establishing Interpersonal Safety

Citizens may feel traumatized or upset when police are present. Even if you don't agree with this reaction, it exists and needs to be taken into account as a factor when establishing relationships in the community.

Maslow's Hierarchy of Needs (Maslow, 1943)

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Trauma Theory (Herman, 1992)

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Self-Care

- Posttraumatic Stress Disorder (PTSD)

- Depression

- Relationship problems, substance abuse, anxiety, and other mental health issues.

- Differentiating grief, trauma, and vicarious trauma

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National Suicide Prevention Hotline: 1-800-273-8255

- Counseling with a clinician trained in trauma informed techniques
- Eye Movement Desensitization and Reprocessing (EMDR)
- Internal Family Systems (IFS) therapy
- Support groups

Everyday Self-Care:
- Eating well
- Sleeping enough
- Engaging in face-to-face social contacts
- Doing things that you enjoy
- Exercise
- Journaling
- Spiritual practices

How can you practice daily self-care?

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Addressing the Power Differential

When collaborating, it is incumbent on the entity with more power (the police) to acknowledge their position when making an effort to establish trust with stakeholders.

What are some tangible symbols of your authority?

How do you think these symbols affect community members and their interactions with you?

Many community members have had negative, frightening, or traumatic experiences with the police directly, have seen this on TV, or have friends or relatives that have had a negative experience. This is likely to make establishing trust with individuals or the community difficult, but certainly not impossible.

Working to establish relationships with stakeholders that are based on respect and collaboration will increase feelings of trust between police and stakeholders as well as the likelihood of cooperation and compliance.

Mindfulness of the power differential is essential when establishing and maintaining safety. This can be a very fragile dynamic and needs continuous attention and care.

Allowing stakeholders to feel safe interacting with the police is an essential piece of the Proactive Alliance approach, as no progress can be made unless interpersonal safety is first established.

Make efforts to establish safety:

- Toning down symbols or behaviors that appear intimidating
- Verbally acknowledging that a stakeholder might be hesitant to work with law enforcement
- Validating the stakeholders' experiences

Validating does not mean that you agree. Validating means that you have heard and understand what the person is saying and communicate that their perspective is legitimate.

Addressing the Power Differential Over Time:

- Be consistently respectful

- Acknowledge the power differential when appropriate, and continue to validate concerns if necessary

- Be honest about your limits/needs/expectations in the relationship

- Communicate effectively and often

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Going From "YOU" to the "COMMUNITY" …

You and the stakeholders are going through this new way of communicating with each other together in what is called a "dual process," a parallel process of learning, which sometimes includes discomfort and nearly always includes ambiguity.

Discussion: Ambiguity and its role in effective change.

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COMMUNITY: Responsive Collaboration

Introducing the Collaborative Perspective

People naturally rebel and respond in an oppositional manner when they feel they are being commanded to act.

The Collaborative Perspective is *meeting stakeholders where they are and not where you want them to be.*

Meeting stakeholders *where they are* is the crux of the Proactive Alliance approach and allows for a realistic assessment of needs and expectations.

The Collaborative Perspective is dynamic because the stakeholders are learning and changing as you are guiding them and as you are also learning and changing (dual process).

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Empathy

Empathy is putting yourself in someone else's shoes and trying to understand their perspective. It is different from sympathy, which is feeling bad for someone. Empathy is truly trying to understand someone with the secondary purpose of helping them.

If empathy is absent, active listening and effective communication techniques fall flat and seem robotic.

Productive Empathy is the Proactive Alliance term for using empathy in a manner that is mutually beneficial to both parties. Productive Empathy is empathy that has "a job." It is employed as genuine empathy, but with the purpose of reaching a goal or to solve a complex community problem.

Exercise:

What comes to mind when you think of empathy?

Consider and discuss positive and negative associations with empathy.

What role does self-awareness play?

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Practical Ways to Establish Initial Rapport

- Introduce yourself using your first and last name and not by title only. This allows the person you meet to greet you as a person first and not just see you as just a police officer.

- Appropriate eye contact

- Smiling and/or open face

- Shake hands/bump elbows if appropriate and adjust the grip of your handshake to a moderate, assertive squeeze, and cannot be construed as aggressive or intimidating.

- If possible, be on the same level as the person you are speaking to. For example, if they are sitting, you sit also. If this is not possible, stand with open posture. Again, to avoid intimidation, do not stand with your hands resting on your duty belt, folded across your chest, or hanging from the neck of your vest.

Maintaining Rapport/Establishing Relationship

Establishing rapport does not begin and end with the first meeting, but is a gradual process that is maintained over time and develops into a working relationship.

Other important considerations:

Culture: Depending on their culture, some stakeholders might not be comfortable making direct eye contact, shaking hands, or speak English fluently. Follow the stakeholders' lead in terms of engaging in non-threatening body language and making sure you either have an officer present that speaks the stakeholder's language of origin or use an interpreter.

Voice: How does your voice sound? Consider your speech tone, rate, and volume.

Body language: Watch gestures and your stance. Mirror the person's position if possible; this sends the message that you are in a collaborative position rather than an adversarial one.

Stay on topic: If a stakeholder is talking about something important to them or their business, don't interrupt or change the subject! What they are talking about could be important information and the act of actively listening helps to establish and maintain positive rapport.

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Proactive Alliance Productive Empathy Techniques

1) Open vs. Closed Questions

- To get the most information, you need to ask the appropriate question. A closed question is one that can be answered with a "yes" or "no" and does not give you much information. Open-ended questions allow the person to elaborate on a topic, giving you more information.

2) Both Listen and Observe

- Notice how the stakeholder is reacting to you by what they say and do. Note any discomfort or contradictions in their answers, not to "call them out," but as a way to follow up and understand their perspective.

- Adjust your approach depending on your observations or ask questions to clarify anything that is unclear. Asking about contradictions in an open and non-judgmental manner is essential. Attempting to clarify and listen openly to the answer.

3) Encouraging, Paraphrasing, and Summarizing

- People need to be heard and understood (**This does not mean agree! Important distinction**). Encouraging, paraphrasing, and summarizing help people feel understood.

- People generally do not consider change until they feel understood and heard.

- Clarifying what the person has said by feeding back what you have heard and checking if you understood it correctly. Using exact key words and phrases is the most effective method.

- Ask for more details, stay on topic, and allow the person to talk without interruption. Take notes to keep track of information and stay on task.

- Encouraging behaviors are non-verbal and verbal actions such as nodding, making eye contact, saying "Uh-huh," and repeating key words the person has said to signal that you have been listening and also to convey that what they are saying is important.

- Repeating, paraphrasing, or clarifying are essential methods to both understand the content of the conversation and communicate to the stakeholder that you are listening. Paraphrasing can be a useful tool, especially when you disagree with what someone is saying. At no time is it necessary to say you agree with them. **You only need to let them know that you heard and understood.**

- When changing topics or at the end of your meeting, summarize what was discussed and check that you understood the content of the interview or conversation. Ask if you understood correctly and if they have anything else to add. "Did I miss anything?" "Does that sound right?" "Does that make sense?" etc.

4) **Reflect the Feeling Attached to the Information You Receive**

- Feeling can be conveyed with both verbal and non-verbal cues. Noticing, but not judging, these feelings can give you important information as well as how to proceed in an interaction.

- Employ emotional boundaries: you are a witness, not participating in other people's emotions. "These emotions are yours, not mine."

- Although this may feel difficult, noting the person's feeling is an **extremely important** part of the content of their story. It gives you lots of information and is the key to how to help them identify and change behaviors.

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Common Mistakes When Using Productive Empathy Techniques

1) **Not identifying feelings and/or focusing only on content.** If you are not identifying feelings, you are missing extremely important information. Employ empathy and try to assess what feelings are attached to the information.

2) **Offering criticism or advice.** When establishing collaboration and building rapport, offering criticism or advice will disrupt collaboration.

Give/Discuss Examples

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Collaborative Feedback

An essential part of Proactive Alliance is collaborative feedback, which is different from advice or criticism.

When giving Collaborative Feedback:

- Always begin by focusing on strengths. What are they doing right already? Even before you make any changes, it is essential to inventory the things that they are already doing well. Not only does this tactic empower stakeholders, but it also decreases defensiveness. **Meet them where they are.**

- Be concrete, specific, and direct. Vague ideas or concepts are not helpful.

- Present feedback in a non-judgmental manner and manage your emotional reactions.

- Do not use sarcasm, name-calling, eye rolling, or passive aggressive behaviors.

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Collaboration, Not Control

Once you have established rapport and understand the issues from the stakeholders' point of view, your aim is to help the **stakeholder control their own behavior without trying to control them yourself.** It is a natural human reaction to rebel or resist when someone tries to control or direct your behavior, especially if an authority figure is attempting to control or direct. The aim of Proactive Alliance is to *collaborate instead of control*.

When someone resists or rebels: you cannot change this dynamic, so acknowledge it, *expect it*, and use it as a sign that you might be exerting too much control in the relationship/interaction.

Do not engage in a power struggle

How to disengage from the power struggle:

- **"Letting go of the rope."** Stepping back from the metaphorical "tug of war."

- "Standing side by side, not face to face." Collaboration rather than opposition.

Ambivalence

Ambivalence: Simultaneous and contradictory attitudes or feelings (such as attraction and repulsion) toward an object, person, or action (Merriam-Webster).

- Essentially, feeling strongly about something both positively and negatively. This concept is extremely important to understand because ambivalence can be mistaken for resistance or defensiveness from the person/entity you are trying to help change; or within yourself. Ambivalence should be expected and accepted as a normal part of behavior change.

- Not accepting ambivalence is a cognitive distortion. It is essential to normalize and tolerate ambiguity in yourself and others, especially when making change. This is a practice of thinking in "gray" as opposed to "black and white" or "all or nothing."

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Stages of Change

Transtheoretical (uses key concepts from several theories) model of behavior change (Prochaska and DeClementi, 1983)

The **Stages of Change** are often used in substance abuse recovery, but are applicable to every kind of change. They are important to consider when approaching a stakeholder and asking them to change, as well as considering in yourself as you are trying this new approach.

Brief descriptions of the Stages of Change (Prochaska and DeClementi, 1983):

- **Pre-contemplation** – Someone does not think they have a problem/issue and are not thinking about changing anything.

- **Contemplation** – They are willing to consider that they have a problem, which offers hope for change. However, people in this stage are highly ambivalent.

- **Determination** – Commitment to action. Deciding that you want to change and you plan to take action.

- **Action** – Putting a plan into action and also telling people about it, making it public that you are working on change.

- **Relapse** – Falling back in to your old ways. But also seen as a part of the change process, not seen as a failure. Relapses are likely to increase learning as to why the change was made initially and may strengthen motivation to sustain change.

- **Maintenance** – Stage of successful change. A new pattern of behavior that is sustained over time.

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Eliciting Change Using Proactive Alliance

Once you have established rapport, your aim is to help the stakeholder control their own behavior without trying to control them yourself.

Stakeholders have the ability to make the changes that they need to make, but they may not realize or understand their resources. You, being a Proactive Ally, will be able to help guide them and inspire them to identify their needs and expectations and to collaborate with you to seek out viable, long-term solutions.

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> *Quote:*
> *"People are generally better persuaded by the reasons which they have themselves discovered than by those which have come into the mind of others."* - Blaise Pascal

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Proactive Alliance Collaboration Structure

Initial Engagement and Establishing Safety

- Introductions
- Mitigating the power differential
- Engaging in empathic listening
- Establishing rapport and trust
- Collaborative Perspective (meeting stakeholders where they are)

Collaboratively identifying specific needs and expectations and what changes could/should be made in the future.

Consistent engagement with stakeholders over time including reassessing needs and expectations and constantly maintaining the Proactive Alliance by "checking in" on a frequent – weekly or more – basis to follow up on how certain changes or policies are working (or not).

Using the stakeholder's identification of problems with your guidance, create a strategy and assist in its execution and maintenance.

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Challenges

There will be many people/entities that do not initially respond or react positively to these techniques. **This is normal and should be expected. Remember, you are purposely interacting with people who are likely to resist your efforts at first.**

When in doubt always:

- Employ **unconditional positive regard**

- **Establish/maintain appropriate emotional/interpersonal boundaries**. Do not take reactions personally

- **Observe and gather information.** An observational stance is active and "doing something." Document interactions

- Only warn of **realistic consequences** that you can follow through on

How to work with especially **oppositional, challenging, or actively resistant stakeholders:**

- **Empowerment** – It is up to the person/institution whether or not they want to make a change. You cannot "make" them, despite your position of power and ability to enforce the law (if this worked, it would have worked already). Saying things like, "It's really up to you," or "Even if I wanted to decide for you, I couldn't." Without sarcasm. Make sure they know *they* are in the driver's seat in terms of making the change. Not only does it remind stakeholders of their autonomy, it's true. It also changes the dynamic of the situation and will likely be unexpected to the stakeholder, which can move a stagnant relationship in a progressive direction.

- **Reframing** – Helps to affirm stakeholders and look for the helpful "gray" in a situation. Reframing in this context means looking at a situation in a different light, which reduces the push/pull of confrontation and reinforces the collaborative aspect.

- **How's that working for you?** – Asking the stakeholder what they gain from being non-compliant. What is the upside? Is there a way to achieve that while also coming into compliance? Asking these questions with genuine interest is essential; *not in an accusatory fashion*.

- **Side by Side, Collaborative Stance** – Validating the stakeholders' concerns as legitimate with the purpose of "dropping the rope" and compelling them to oppose on the other side (yours!) This is maybe the best and most effective approach. Generally, stakeholders will not expect you to legitimize their complaints and concerns. They will expect you to oppose them. "Flipping the

script" in this way not only surprises stakeholders, but also reiterates your commitment to collaboration and strengthens your rapport.

- **Affirmation** of what they are doing correctly. This is always a surprise and can be a great way to reestablish rapport. You are reminding the stakeholders that you see what they are doing well and are applauding them for their efforts. This can be particularly effective when stakeholders are engaging in oppositional or defiant behavior. They expect and perhaps want conflict, but you are not only not engaging in that, but also affirming what they are doing right. This makes it nearly impossible to continue the conflict.

OK, That Didn't Work...

Conflict can arise in any relationship, even when collaboration is a mutual goal. ***Expect problems/conflicts. It's normal.*** The goal is to manage conflict effectively. If handled well, a conflict is an opportunity to strengthen and grow a relationship.

Indications that your collaboration may be having problems:

- Defensiveness. This can include blaming, minimizing, justifying, reacting as though you have been accused of something

- Opposition: "Who are you to tell me what to do?" etc.

- Interrupting. Talking over, not listening, "bulldozing" over the other person

- Disengagement. "Tuning out" or not paying attention to what the other person is saying

Managing Conflict
Productive Empathy Techniques

Ask questions, reflect, reframe, affirm, and listen. Especially important, note the person's emotional presentation. Are they frustrated/angry/defensive? Acknowledge that: "You're frustrated." Ask why and listen to the answer. Reflect without judgment and manage your emotional reaction, actively observe, and note your own emotional reactions.

- **Apologize** if you have misunderstood, insulted, or lectured

- **Affirm or reaffirm** what they are doing correctly

- **Temporarily change the subject -** Let the stakeholder (or you) calm down while you address another topic. Or decide to think about it and return to it another time or later in the conversation.

Sometimes enforcement is necessary, if conflict or opposition escalates. Consider your options, talk to your peers/co-workers/supervisors, and take some time if you are able to determine if enforcement is the most appropriate option.

Deliberate Restraint

Police are routinely met with resistance, which can lead to a power struggle and result in the use of force. Officers and deputies may feel an internal fear of losing control in these situations and choose to remain on a linear or inflexible course of action, perpetuating the power struggle. Proactive Alliance borrows techniques from fields of practice outside of policing, including many from counseling psychology, creating a multi-dimensional approach that offers an "exit ramp" when an officer or deputy feels stuck on a singular path.

A crucial aspect of employing productive empathy is establishing healthy, safe relational boundaries. Relational boundaries include being able to identify when another person is distressed and acting accordingly and having an awareness of personal triggers that lead to anger, fear, or defensiveness. The combination of empathy with appropriate relational boundaries empowers police to interact with the community with compassion, protect their personal vulnerabilities, and manage their emotions effectively. This constellation of dynamic skills culminates in the practice of *deliberate restraint*.

"Contempt of Cop"

What is Contempt of Cop?

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Behaviors that demonstrate Contempt of Cop?

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Proactive Guardian

Positive & Negative Perceptions

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Proactive Guardian
- Critical thinking
- Collaborative
- Unafraid of the community
- Resourceful
- Flexible
- Using a "scalpel" rather than a "hammer"

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CO-WORKERS – Peer Supervision

Bystander Effect

The bystander effect occurs when presence of others keeps an individual from intervening in a situation. The more bystanders, the more likely those individuals will not take action to help. Catherine "Kitty" Genovese was murdered outside of her apartment building in 1964. During the attack in which she was stabbed fourteen times it was reported that she desperately screamed for help but not a single person who heard her had called police. The case became popularized by the work of psychological scientists, Bibb Latane and John M. Darley (1969). Their work led to a better understanding of how the bystander effect can impact intervention.

- **Diffusion of responsibility** – People feel less responsible to act when in a group, thinking, "Surely someone else will act," which results in *no one* acting.

- **Pluralistic ignorance** – When you observe something dangerous, but people around you don't act like something is dangerous/wrong. As a result, you may shift your perspective to think that the situation is not dangerous/wrong and then you don't act as a result of the "pressure" of your peers to keep quiet and not act.

Reasons we don't act:
- Not paying attention
- Lack of motivation
- Distractibility and/or multitasking
- Self-absorption
- Stress
- Lack of time
- Not knowing what to do or say
- Not feeling empathy toward the person who needs help
- Fear

Countering the Bystander Effect

(Latane & Darley, 1969)

- Be aware of situations where the Bystander Effect is present – Be aware, trust yourself/your instincts

- Be aware of your biases and concepts about who deserves help and who does not

- Educate yourself on how to help (policies, protocol)

- Specifically name others to help you: other bystanders

- Be the one to take action. This encourages others to follow.

Say Something!

Culture of the Law Enforcement Workplace

Organizational culture can differ vastly from the organization's mission statement and core values. It is the responsibility of the department's informal leaders and middle managers to ensure that the policies and directives of police executives are carried out in accordance with the mission statement and values.

Public safety agencies have unwritten hierarchal rules that dictate behavior and create a culture that can vary from unit to unit, patrol section to section, and with the executives themselves. New officers especially strive to fit in and conform to these norms and police executives have difficulty managing the culture of their organization.

> ***Quote:***
> *"Culture eats strategy for breakfast."* Peter Drucker – President of Ford Motor Company

Power Structure

In a toxic culture, the status quo can be difficult to overcome. Field training officers, senior officers, and mid-level managers can dictate and promote cultural norms, good and bad, regardless of what is expected by executive leadership.

Mid-level managers have the power to perpetuate or change a toxic culture and set the norms that are followed by the group. In a toxic environment, peer pressure can lead to stress, anxiety, burnout, and fears of losing status or retribution. Avoidance of or reaction to these issues can also contribute to absenteeism and high turnover.

Competency as a Proactive Bystander

Adapted from: Training Active Bystanders: A Curriculum for School and Community copyright 2007. (Quabbin Mediation and Ervin Staub, PhD)

Being competent is being able to do something. *Feeling* competent is knowing you can figure out what needs to be done and then having the agency to do it.

How can you feel/be competent as an active bystander?
- Knowing ways to intervene
- Having skills to intervene
- Being able to figure out how to intervene in new/unfamiliar situations
- Knowing how to involve others when appropriate
- Being confident enough to take action, which includes feeling anxious or unsure
- Having good judgment about **what is safe, when to get involved, what type of action is needed**

How to Identify When Something is Going Wrong
- Notice your inner experience of what you are witnessing. Are you feeling discomfort, anger, or fear? Something else?
- Trusting your reaction/intuition in regard to a situation. Listen to your "self" part, your humanity part, not necessarily your "cop" part.
- "Messengers" of Intuition (de Becker, 1997):
  - Fear
  - Apprehension
  - Suspicion
  - Hesitation, doubt, gut feelings, hunches, curiosity
  - Nagging feelings, persistent thoughts, physical sensations, wonder, anxiety
  - Humor. Dark humor is a way to communicate true concern without risk of feeling silly afterward and without overtly showing fear.

How Do You Identify When a Police Intervention Is Out of Control or Has "Gone too far"?

1) It feels like a "frenzy"
    - Multiple officers are trying to gain control of a suspect
    - Screaming/yelling, which leads to poor communication and confusion
    - Outside factors (spectators) might interfere, distract, or take videos

2) Increased frustration leads to increasing loss of control

3) Disorganization, which ends up with everyone working against each other, with no clear leadership

Assume a Degree of Responsibility: "I need to say/do something"
What to consider:

1) What is your responsibility as a police officer and as a person (conscience)? What is the same and what is different?

2) Saying/doing something is the police's role in the community, even when (and maybe especially when) it's another police officer that requires intervention.

3) Avoidance of liability and public relations problems

4) What are the differences between intervening with a supervisor versus a peer?

5) Who can you recruit to assist you? What would it be like to be out on a limb by yourself?

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Specific Skills and Techniques to Intervene

1) **Use your voice.** How you say words matter. How you speak is just as important as what you say. Speak clearly and at an assertive volume so you are sure you are being heard OR lower your voice if discretion is necessary. Voice tone can reveal your intent or seriousness.

2) **Body language.** Make eye contact. Make sure you have the person's attention. This is a way to disrupt/distract as well as to investigate what is going on and gather more information. This depends on the situation. In a serious situation, you may have to physically remove someone or get in between that person and the suspect or take over the scene/incident.

3) **Have a sidebar and check in.** You can directly offer help, point out observations, or note policy violations.

   - "I notice you're getting mad/upset. Can I talk to the suspect to take the heat off of you?
   - "Can I help you?" See if I can make some progress here?"
   - "Do you mind if I try?"

4) **Stopping negative bystanders.** Stop others from encouraging poor behavior by laughing or egging on. Recruiting others to help rather than being complicit.

5) **Sometimes this kind of intervention can be confrontational.** Be prepared for anger and defensiveness. Stay observational and focus on the behavior, not the person.

Recruiting Others

Recruiting officers to be on the same page in terms of being an active bystander. Why is this important?

- Reduces everyone's risk (safety in numbers)

- Creates allies for bystanders, gives you "back up," and decreases vulnerability

- Generates power; people tend to act when they see others doing it as well. Positive peer pressure.

Empathy in Regard to Intervening

What if you need to help someone that you do not like/like the look of? Or you just don't feel any empathy for them? Consider the following reasons to intervene anyway:

- **Moral duty.** It is the right thing to do.

- **Enlightened self-interest.** "If I help someone, they might help me when I need help." More abstract: the Golden Rule, religious teachings – what does your spiritual practice guide you do to in such a situation?

- **Social norms.** It's expected for cops to do the right thing. You are held to a higher standard. Additionally, you would be strengthening the social norm that police are helpers and guardians and not adversaries.

- **Goodness.** Doing the right thing even if it is not your first inclination. Helping to do/be "good" rather than acting on empathy for the target or co-worker. Will you be able to sleep tonight if you don't step in? Will you regret not taking the risk to help this person? What could happen if you do not step in?

Law Enforcement Bystander Programs

Law enforcement agencies may have "duty to intervene" policies, but if a culture of accountability is not established and cultivated, bystander training can be difficult to implement. Proactive Alliance aims to address the specific culture issues in policing that interfere with effective bystander intervention strategies.

Ethical Policing Is Courageous (EPIC)
The EPIC peer intervention program was created in 2014 by the New Orleans Police Department in collaboration with community partners and Dr. Ervin Staub to empower officers to intervene to prevent officer misconduct. Once officers participate in the training they receive an "EPIC" pin to display on their uniform to signal to other officers that they will intervene and consent to others in intervening with them (http://epic.nola.gov/home/).

Active Bystandership for Law Enforcement (ABLE)
The peer intervention program has been further developed by the Georgetown Law Innovative Policing Program and global law firm Sheppard Mullin to develop ABLE. The goal of ABLE is to prevent misconduct, avoid mistakes and promote officer health and wellness. (https://www.law.georgetown.edu/innovative-policing-program/active-bystandership-for-law-enforcement/)

Through training scenarios, officers identify behaviors that violate policy or cause harm and learn how to appropriately intervene.

Proactive Alliance and Bystander Intervention
Proactive Alliance enhances these types of peer interventions by:
- Recognition of the power differential between senior officers or supervisors
- Overcoming ambivalence
- Utilizing empathy for both fellow officers and the community
- Practice Deliberate Restraint

Reduces the US vs. THEM mentality for officers in a variety of interactions:
- Officer vs. senior officers
- Officer vs. supervisors
- Officer vs. community

> **National Institute of Justice – Police Attitudes Toward Abuse of Authority**
> - **43%** of police officers said that always following the rules is not compatible with getting the job done.
> - **52%** said it is not unusual for a police officer to turn a blind eye to improper conduct of other officers.
> - **61%** said they do not always report serious abuse by fellow officers.
> - **84%** said they witnessed fellow officers using more force than necessary. (Weisburd, et. al., 2020)

Proactive Alliance
Policing
Practical Application

Proactive Alliance Policing – Practical Application

Prevention vs. Enforcement

Prevention is the work required to change behavior in the long term with the aim of preempting problems before they occur. Prevention is initially more difficult than enforcement alone in that prevention requires police and community training, consistent engagement, and commitment to maintaining relationships to solve problems. By engaging with communities and building relationships, police begin to understand issues from the community's perspective and have a better sense of how to identify and solve problems.
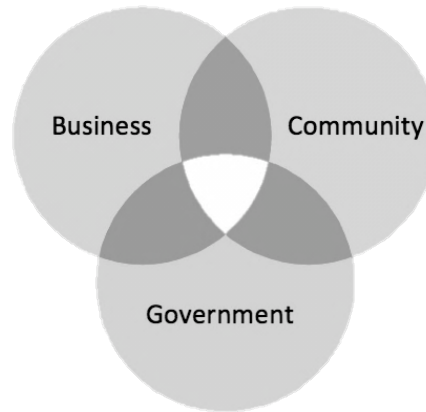
Enforcement is reserved for those stakeholders who do not make a reasonable effort to comply with the law or engage with provided resources. An enforcement only approach risks diminishing trust between police and stakeholders, especially when collaboration could be more effective and productive for both parties.

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> *Quote:*
> *"Moreover, depending on the problem, good broken windows policing seeks partners to address it: social workers, city code enforcers, business improvement district staff, teachers, medical personnel, clergy, and others. The goal is to reduce the level of disorder in public spaces so that citizens feel safe, are able to use them, and businesses thrive. Arrest of an offender is supposed to be a last resort—not the first."*
> *(George Kelling, Don't Blame My 'Broken Windows' Theory For Poor Policing,* Politico Magazine August 11, 2015)

Sir Robert Peel's Principles

Core Ideas

> The goal is preventing crime, not catching criminals. If the police stop crime before it happens, we don't have to punish citizens or suppress their rights. An effective police department doesn't have high arrest stats; its community has low crime rates.

> The police earn public support by respecting community principles. Winning public approval requires hard work to build reputation: enforcing the laws impartially, hiring officers who represent and understand the community, and using force only as a last resort.

> The key to preventing crime is earning public support. Every community member must share the responsibility of preventing crime, as if they were all volunteer members of the force. They will only accept this responsibility if the community supports and trusts the police.

Sir Robert Peel's Principles of Law Enforcement 1829

1. The basic mission for which police exist is to prevent crime and disorder as an alternative to the repression of crime and disorder by military force and severity of legal punishment.

2. The ability of the police to perform their duties is dependent upon public approval of police existence, actions, behavior and the ability of the police to secure and maintain public respect.

3. The police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain public respect.

4. The degree of cooperation of the public that can be secured diminishes, proportionately, to the necessity for the use of physical force and compulsion in achieving police objectives.

5. The police seek and preserve public favor, not by catering to public opinion, but by constantly demonstrating absolutely impartial service to the law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws; by ready offering of individual service and friendship to all members of society without regard to their race or social standing, by ready exercise

of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.

6. The police should use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient to achieve police objectives; and police should use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

7. The police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police are the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the intent of the community welfare.

8. The police should always direct their actions toward their functions and never appear to usurp the powers of the judiciary by avenging individuals or the state, or authoritatively judging guilt or punishing the guilty.

9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with them.

<u>Sir Robert Peel's Principles of Law Enforcement 1829 - Durham Police UK</u>

Discussion - Notable Principles

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The Police Foundation (UK) Insight Papers

The Police Foundation (UK) has released several papers that address the mission and purpose of police in society.

Insight Paper 1 – Policing and the Public: Understanding Public Priorities, Attitudes, and Expectations (Higgins, 2020)
Key Points:
- Most of the public supports the police
- Support is not consistent across the community
- Views on policing are changing with a perception that police have begun to withdraw from the community
- The public still has a "traditional" view of what the police do and should do
- Procedural justice aligns with the public priorities and expectations of the police
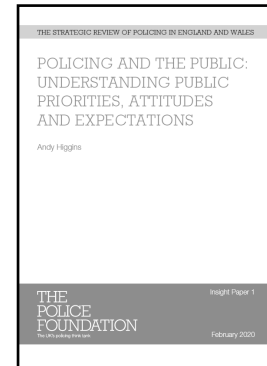
## Insight Paper 2 – Revisiting the Police Mission (Loader, 2020)
Key Points:
- Law enforcement vs. social service
- The police are just one of many agencies that contribute to public safety and security
- There is no "police solution" to what makes communities safe. Attention needs to be given to how police fit in to the overall mission of harm prevention with other stakeholders and agencies
- Evidence-based policing strategies can reduce crime but do not address how officers interact and engage with the community

Insight Paper 3 – Taking Prevention Seriously: The Case for a Crime and Prevention System (Muir, 2021)
Key Points:
- The public, elected officials, and the police all agree that there is a compelling case for prioritizing prevention
- Prevention is long term and does not produce "quick wins" (Need to take immediate action)
- Policy making is fragmented across many departments and agencies (Silos)
- Adopt a "Duty to Prevent" strategy
- Reduce risk of "ambient policing" where police are intrusively are involved in social life
- Adopt a whole of government approach with police as one part of the overall application of prevention
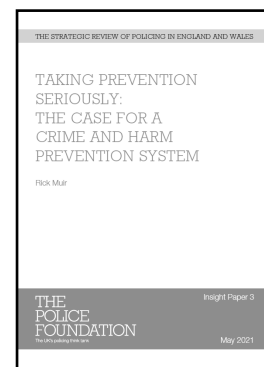
Proactive Policing Models

	Place-Based Approach	Problem-Solving Approach	Person-Focused Approach	Community-Based Approach
Logic Model for Crime Prevention	Capitalize on the evidence for the concentration of crime at microgeographic places	Use a problem-oriented approach, which seeks to identify problems as patterns across crime events and then identify the causes of those problems Draw upon solutions tailored to the problem causes, with attention to assessment	Capitalize on the strong concentration of crime among a small proportion of the criminal population	Capitalize on the resources of communities to identify and control crime
Policing Strategies	Hot spots policing, predictive policing, CCTV	Problem-oriented policing, third party policing	Focused deterrence; repeat offender programs; stop, question, and frisk	Community-oriented policing, procedural justice policing, broken windows policing
Primary Objective	Prevent crime in microgeographic places	Solve recurring problems to prevent future crime	Prevent and deter specific crimes by targeting known offenders	Enhance collective efficacy and community collaboration with police
Key Ways to Accomplish Objective	Identification of crime hot spots and application of focused strategies	Scan and analyze crime problems, identify solutions and assess them (SARA model)	Identification of known high-rate offenders and application of strategies to these specific offenders	Develop approaches that engage the community or that change the way police interact with citizens

National Academies of Sciences, Engineering, and Medicine, (2018), Proactive Policing: Effects on Crime and Communities

Strategic Procedural Justice

According to the COPS Office, "Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters better relationships. Procedural justice speaks to four principles, often referred to as the four pillars:"

- Fairness in the processes
- Transparency in actions
- Opportunities for voice
- Impartiality in decision making

In the context of Proactive Alliance, a commitment to individual relationships encourages stakeholders to express their concerns to police before conflict arises. By being part of the process and knowing what to expect, stakeholders will perceive the process of intervention and collaboration as more reasonable or fair and will be more likely to remain committed to the relationship after conflict is resolved.

Proactive Alliance relationship-based policing enhances procedural justice strategies by engaging the stakeholders or agencies and increasing legitimacy and trust.

Recommended Reading:
National Academies of Sciences, Engineering, and Medicine. (2018).
Proactive Policing: Effects on Crime and Communities

Problem Oriented Policing (POP)

Herman Goldstein's work focused on the understanding of police ineffectiveness in preventing crime (Goldstein 1990). He concluded police were focused more on the means than the ends. Problem-oriented policing (POP) is a prevention-based policing strategy used to identify and manage chronic problems in the community. The police lead POP initiatives with the assistance of the community.

Areas of Analysis:

- Stakeholders who are experiencing the issues
- Perpetrators of crime
- Environmental conditions
- Officer perceptions and observations
- Characteristics of crime

John Eck and William Spelman developed the SARA model from Goldstein's problem-oriented approach.

SARA Model

- **Scanning**: Identifying and prioritizing problems
- **Analysis:** Researching what is known about the problem
- **Response:** Solutions to bring reductions in the number and extent of problems
- **Assessment:** Evaluating the success of the responses
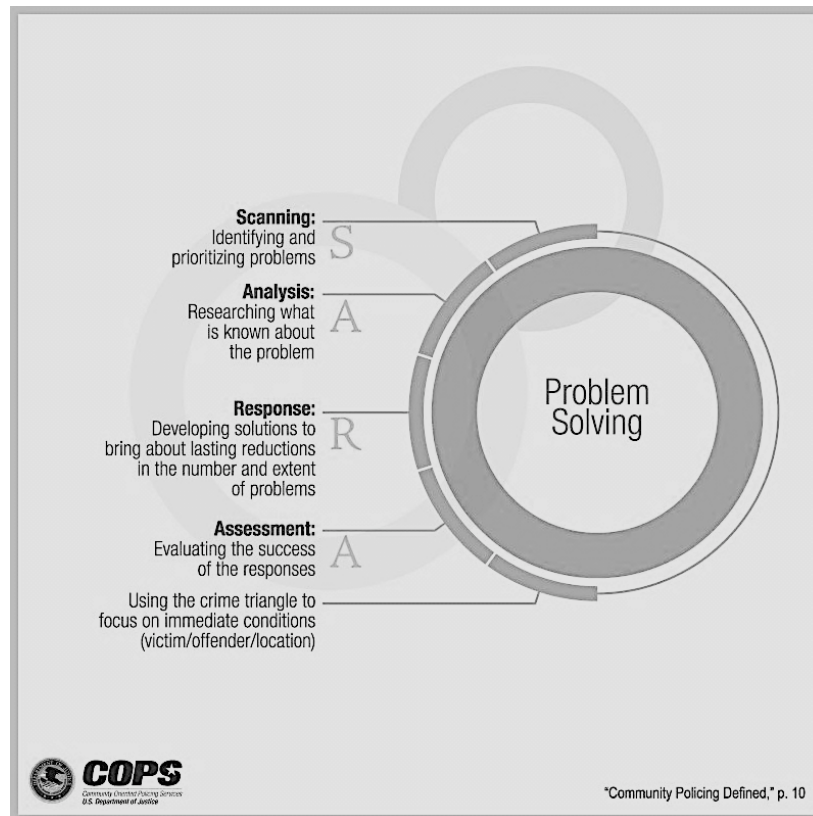
SARA Problem Solving Model - US DOJ COPS Office

Proactive Alliance aims to enhance the POP concept by strengthening the trust that police need to gain important information and investment in solutions from stakeholders. Because POP depends heavily on reliable information from the community, the police need to be viewed as a legitimate stakeholder who is there to be a part of the solution.

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Focused Deterrence Policing "Pulling Levers"

Focused deterrence is a policing strategy that attempts to discourage specific criminal activity through fear of consequences. This strategy relies on a multi-component approach of municipal agencies, social services, faith-based leaders, community influencers, and the police. The groups targeted most often are chronic offenders involved in violent crime such as gang members.

Focused deterrence is most effective when alternatives are available to would-be offenders. Creating an inter-agency support system provides alternatives to committing violent crime. Establishing relationships with agency liaisons and members of the community that will conduct this work requires individual relationships that are resilient and based in trust. Proactive Alliance can be used to strengthen relationships and increase legitimacy with municipal agencies and community groups.

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Hot Spots Policing

Hot spots policing is the application of crime strategies on focused areas where crime is most concentrated. The strategies used in hot spots policing can often cast a net over the area, which draws police attention to other, lesser offenses. Hot spots policing has been found to reduce crime without displacing it to other areas. However, it can also have long-term negative effects on the community the strategies intend to help. Often a small percentage of offenders are responsible for a disproportionate amount of crime that occurs in a community. As a result, many citizens are arrested or cited for committing lesser crimes that do not impact the goal of the hot spots interventions.

Proactive Alliance looks to improve hot spots policing by using the long-term individual relationships with the community leaders and stakeholders. Relationships increase the understanding of the goals of hot spots policing and the community can have input on the parameters of intervention. As discussed in this training, only the people that live in the neighborhoods and areas scheduled for intervention can tell officers what is most important to them. Without this buy-in, any intervention will be seen in a negative light or with distrust.

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Engagement During the Shift

Positive relationships have value regardless of whether they have an impact on crime and disorder. The police represent the government and an individual relationship can neutralize conflict between citizens and the police as an institution. Engagement with the community shows a high level of guardianship and encourages them to follow the law. This is contrary to the training and comfort of many officers. Some examples of engagement include:

- Talking
- Laughing
- High fives
- Fist bumps
- Appropriate photos

As identified in "Broken Windows" the patrol cruiser can be a hindrance in establishing connections with people. Police need to be afforded opportunity to make consistent attempts to connect with the community outside of their cars.

Community-Based Strategies

Community-based strategies need stakeholders to be engaged and work alongside the police and other municipal agencies to help produce desired outcomes.

Outreach

- Community awareness events
- Faith-based events
- Public service announcements
- Sports events
- Memberships in community civic associations
- Donate to community events and festivals
- Host meetings

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Nightlife Management Implementation

Establish a Multi-Agency Team and a Unified Strategy

Establishing mutually beneficial relationships within the jurisdiction is also vital. Developing a successful unified strategy to manage or prevent chronic issues is far more effective with the coordinated participation of all related agencies.

Priority List

Safety
Prioritize involvement from Police, Fire, Social Services, and Public Health. Maintaining public safety and order are paramount and need to be managed first. (Remember: Maslow's hierarchy of needs!)

Relationships
All cooperating agencies need to implement and practice the same relationship-based approach to successfully work together towards effective change. Relationship building should begin with collaborative problem solving between collateral interagency employees and then expand to educating those in supervisory roles on how best to support the collaborative approach.

Establish Multiple Liaisons
Each involved agency should provide staff that understands their agency's role and supports the broader mission of change. Providing expectations and accountability for staff and regular meetings to collaborate on multi-agency solutions.

Training
Cross training for multi-agency teams is vital to ensure that they are applying the law in a manner consistent with the unified strategy and mission goals.

Directives and Policies
Creating enforcement policies and directives is important because it holds stakeholders accountable and provides a consistent message from the jurisdiction.

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Officer Characteristics

From the fall of 2016 to the spring of 2017, Dr. Charlotte Gill of the George Mason University Center for Evidence- Based Crime Policy lead an analysis of the Clarendon nightlife police detail for the Arlington County Police Department to provide recommendations in regard to reducing alcohol related harm.

The analysis identified officer characteristics and attributes that were conducive to successful policing:

Community:
- **Approachable**
- **Community oriented**
- **Accountable**
- **Responsible**
- **Dependable**
- **Logic or reasoning skills**
- **Ethical/honesty/integrity**
- **Professional**
- Emotional stability
- Accepts criticism constructively
- Intelligent
- Patient

Officers:
- **Approachable**
- **Community oriented**
- **Accountable**
- **Responsible**
- **Dependable**
- **Logic or reasoning skills**
- **Ethical/honesty/integrity**
- **Professional**
- Written/communication/
- Interpersonal/oral skills patient
- Self-restraint/control/tolerance
- Problem solver applies best current practices

Derived from GMU Report <u>Reducing Alcohol Related Crime and Disorder in Clarendon (2017)</u>

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Quote:
 "The basic mission for which the police exist is to prevent crime and disorder." "The test of police efficiency should be the absence of crime and disorder, not the visible evidence of police action dealing with them." Sir Robert Peel, founder of London's Metropolitan Police (Scotland Yard).

Training for Officers

A list of qualified trainers should schedule cross-training for all officers, fire marshals, and jurisdiction employees who will be undertaking the work of the unified strategy. It will also be helpful to secure additional funding for skill-based training for the liaisons from each agency. The liaisons can collectively begin working on jurisdiction-wide standards for restaurants and bars to reduce alcohol-related harm. Areas to be covered include police expectations, fire code and occupancy, noise ordinance, zoning codes, and active shooter training.

Public Safety (Police & Fire Marshals)
- Prioritize prevention over enforcement
- Adopt a culture of recognition from leadership and officers
- Officer characteristics (identified in Arlington/GMU study)
- Special assignment (Recognition from leadership and officers)
- Fire codes/occupancy
- Noise Ordinance
- Responsible alcohol service
- Fake identification detection
- Public safety expectations
- Criminal/civil liability for staff
- Zoning/Code Enforcement
- Bar/restaurant based active shooter training

Social Services
- Educate public safety on available services and how to refer citizens in need
- Provide and maintain accessibility to services

Code Enforcement
- Adopt a relationship-based approach
- Enforcement directives conform to overall compliance strategy
- Availability during nightlife hours
- Ensure enforcement directives conform with overall compliance strategy
- Prioritize prevention over enforcement
- Provide and maintain accessibility to services

Public Health
- Ensure enforcement directives conform with overall compliance strategy
- Availability during nightlife hours
- Provide and maintain accessibility to services

Alcohol Beverage Control
- Enforcement directives conform to overall compliance strategy
- Availability during nightlife hours

Deployment
- Demonstrate behaviors and set expectations
- Nightlife training and understand big picture and goals
- Proactive roving deployment is more effective than stationary deployment
- Allow data to direct allocation of resources

Policing
The previous operational analysis will determine the level of commitment and resources a department plans to invest. There are varying staffing models based on what budget and resources allow. The following are just a few models to address alcohol-related harm with a unified strategy.

Full-Time Unit
This model is the most effective when officers assigned to the unit have the added training and experience needed. A specialized unit like any other, these officers will establish relationships with the primary stakeholders, provide training, and be full-time problem solvers. The exposure to jurisdiction elected officials will also improve them as leaders and give them exposure in creating holistic, long-term solutions to problems.

Full-Time Unit/Overtime
If the operational analysis doesn't allow for a full-time dedicated team, overtime can support a full-time position. It may be easier for departments to staff one full-time employee who coordinates efforts and provides training to other officers.

Overtime
The overtime model is the least effective model since it is difficult to affect any real, long-lasting change. Implementing this model would require basic nightlife training to address the department's mission statement and goals for an area. In addition, officers who regularly work the nightlife detail will need to establish relationships with stakeholders on a smaller scale.

Attracting officers for a full-time or combination unit requires department administrations to provide incentives, training, and opportunities. Officers selected to a full-time unit must possess proven qualities such as leadership, a high degree of work ethic, and problem-solving. Attract the best candidates by making incentives such as:

Specialized Training
Training will give officers a greater degree of knowledge and experience to solve problems before they escalate. Bar and restaurant owners and staff will also depend upon them to provide guidance and advice.

Pay/Title-Rank/Pin

Expertise and skill can be rewarded through a classification of additional pay, rank classification or pin. These incentives make the position desirable within the organization and evoke pride within the unit.

- Alcohol regulations
- Responsible alcohol service
- Fake identification training
- Active shooter response
- Security training

- Public safety expectations
- Code enforcement (Noise & Zoning)
- Fire codes and occupancy
- Crowd management

Other Incentives

Full time unit officers could additionally be offered first priority for assignment change at the end of their tenure on the unit. They could also be given priority for vehicles, overtime, or special assignments within the department.

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Identify and Establish Relationships with Stakeholders

What is a stakeholder?
A person, group or organization that has interest or concern in an organization. Stakeholders can affect or be affected by the organization's actions, objectives and policies. (Business Dictionary)

One that has a stake in an enterprise; one who is involved in or affected by a course of action. (Merriam-Webster)

Group Exercise

Identify Stakeholders
Divide into working groups of 3-4 to create a list all stakeholders who are needed for success.
- Identify each stakeholder

- What is their role/responsibility?

- What are their resources/influence to change?

- What specific relationships will need to be established before they become fruitful?

- What is the stakeholder's importance to the success of implementing a unified strategy?

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Primary Stakeholders

Identifying stakeholders is a necessary step in implementing a successful problem-solving strategy. Primary stakeholders in multi-component plans often include the municipality, businesses, and the community.

Businesses
- Owners
- Managers
- Security
- Support staff

Community
- Individual residents
- Community and civic associations
- Faith-based groups

Government
- County/City/Town Mayor or Manager's Office
- Council/Board
- Police Department
- Fire Department
- Alcohol Beverage Control
- Public Health
- Planning and Zoning
- Code Enforcement
- Department of Human/Social Services
- Department of Transportation
- Parks & Recreation

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Secondary Stakeholders

Secondary stakeholders, such as business groups, associations, or improvement districts, support an established strategy. They enhance economic prosperity by advocating, promoting, and highlighting individual businesses and industries. Their participation in a unified strategy meets their goals and makes businesses more economically viable.

Examples of secondary stakeholders include:

- Business Improvement Districts (BID)
- Economic Development Office
- Chamber of Commerce
- Bureau of Tourism

These quasi-governmental organizations can help by generating welcoming areas that draw visitors, making "ambassadors" available, advocating for businesses, and experimenting with innovative practices. Secondary stakeholders are able to assist and educate businesses about the benefits of being involved as a primary stakeholder.

How do we establish relationships?

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Characteristics of a relationship

- Trust
- Consistency
- Impartial enforcement
- Spirit of the law vs. letter of the law
- Availability
- Constant monitoring
- Soliciting feedback
- Hearing and validation concerns or complaints

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Restaurant/Bar Owners
- Initial introduction
- Daily or weekly visits for 3-6 months
- Making cellphone number available
- Asking what they see the issues that are most important
- Obtaining owner's phone numbers and other contact information
- Contact for praise and positive reinforcement
- Owners need to be contacted when managers are not getting things done to accomplish the mission
- Money, money, and money
- A majority of owners act in good faith and want to obey the law. The times they experience issues are when they do not have clear employee policies or training for their staff. The owners want contact from public safety that is consistent, lays out expectations, and accountability. Positive reinforcement is also extremely important to point out when effort is being made to meet expectations.

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Restaurant/Bar Managers
- Initial introduction
- Daily or weekly visits for 3-6 months
- Making cellphone number available
- Obtaining manager's phone numbers and other contact information
- Contact for praise and positive reinforcement
- Like the development of a confidential informant, managers know the most regarding the day-to-day operational policies
- How far can they push practices that still make money while still abiding by the spirit of the law
- Managers are the key to success for any change that is to be achieved. These people are the workhorses of the industry that have the most influence over day-to-day operations. Owners, government, staff, and the community hold managers accountable. They respond based on the perceived importance and priority of the request and the impact on the business. It is vital for managers to perceive public safety as high as the owner when giving orders or making suggestions on public safety.

Restaurant/Bar Staff & Security
- Initial introduction
- Daily or weekly visits for 3-6 months
- Making cellphone number available
- Asking what they see the issues that are most important
- Obtaining security's phone numbers and other contact information
- Contact for praise and positive reinforcement
- Like the development of a confidential informant, managers know the most regarding the day tot day operational policies
- Restaurant staff will have a lesser role as a stakeholder, outside of guidance and training that is provided to them to support reducing alcohol related harm. Security has more responsibility to the safety of a venue and need constant contact and support to ensure that they are meeting public safety expectations. High turnover in this field is common and a schedule of training needs to be conducted on a regular basis. Common to developing a confidential informant, security usually knows more information than anyone else that works at the establishment. Further developing the relationship with the head of security is important to know to formulate ways of intervening without compromising the information.

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Business owners (Supporting venues)
- Initial introduction
- Easier to have a relationship because they are not a vital stakeholder
- Can share information or "tell the story" of what really happens in the area
- Share observations that they do not contribute to
- Address their concerns and build credibility
- Empathetic ear can solve many concerns even when there is no action that can resolve the issue
- Establishing relationships with business owners that do not participate in nightlife or have a draw on resources is far easier and requires less time and investment. These relationships can be fruitful just by being consistent and available to their needs, even if they fall outside of designated duties and responsibilities.

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Resident Civic Association President and Residents
- Initial introduction
- This relationship can be equally toxic or beneficial
- Use this relationship to garner support to place pressure on uncooperative restaurant/bar owners
- "Squeaky wheel" can be used to your benefit
- This person can influence elected officials and jurisdiction leaders
- Attend community meetings to push the unit's goals and narrative
- Support from this group can help politically especially if there is resistance to change. Attending to their inquiries and providing education are vital in keeping them involved and wanting to help change be implemented.

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Class Exercise

<u>Characteristics of a relationship</u>
What are the obstacles you will encounter?
Obstacles
- Inconsistency in any form
    - Enforcement
    - Communication
    (Respond to emails, phone calls, inquires promptly 2-3 days!)
    - Commitment to make site visits
    - Face time
    - Documentation

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Determining Restaurant/Bar Risk

Establishing a priority list of training for bar and restaurant staff training is essential in using resources wisely. Determining a restaurant or bars risk by likelihood of causing alcohol related harm guides where resources are dedicated.

High risk
- High level of alcohol to food sales, especially on Thursday, Friday, and Saturday nights.
- Live entertainment
- Caters to patrons 21-30 years old
- Participates in "nightlife" hours
- Employs security staff
- Stays open until ABC cutoff time for service

Medium risk
- Equal food to alcohol sales during the week
- Has live entertainment permit but uses it intermittently
- Open during "nightlife" hours but does participate regularly
- Patron age is a bit older 28-35 years old
- Employs 1-2 security staff on Friday and Saturday
- Stays open until ABC cutoff time for service

Low risk
- Food sales greatly outnumber alcohol sales
- Does not have a live entertainment permit
- Maintains alcohol license for lunch and dinner
- Patron age is 35+ years old
- Closes earlier as "nightlife" begins

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Benefits

Restaurants staff that participate in staff training can expect to see an overall reduction in alcohol-related harm. If restaurant ownership and managers support and encourage improved practices, they restaurants can expect to see:

Increased:
- Compliance with law
- Violations of law
- Customer Experience
- Safe environment for staff and patrons
- Relationship with community

Reduced:
- Liability
- Employee turnover
- Violations of law

Training for Restaurant/Bar Staff & Security

Providing training to bar and restaurant staff and security on a regular schedule is necessary to account for turnover in this industry. Trained officers and fire marshals can provide staff with fake identification detection, knowledge of ABC codes, responsible alcohol service, public safety expectations, criminal/civil liability, de-escalation techniques, Active Bystander sexual assault intervention training, and CPR.

These trainings provide staff an opportunity to ask questions and explore the areas where they are not knowledgeable about the law or the policies of the restaurant or bar. Training also provides the unit another opportunity to increase awareness and extend the relationship between the government and the businesses.

Security also builds trust in public safety and is more likely to allow officers and fire marshals to intervene before situations become uncontrollable and hard to manage. More importantly, stop these incidents before injuries or serious bodily harm occurs. When conducting security training, topics covered include uniforms and professional appearance to be easily identifiable, maintaining occupancy, line management, in-house incident reporting, crowd management, securing the scene, and public safety expectation when police intervene.

Restaurant/Bar Operational Analysis

Recommendations can be made to owners and security using basic Crime Prevention Through Environmental Design (CPTED) evaluation to determine the risk present within the establishment. Topics to discuss with owners include guardianship model, ventilation/temperature, lighting, bathroom line maintenance, and attendant, allowing space, eliminating fight over resources, and reducing or eliminating glass bottles or mugs, which can be used as weapons.

Create Standards and Accreditation Program

Voluntary Accreditation Program Standards
Voluntary accreditation is the base for all bar/restaurant employee policies similar to Best Bar None program. Agencies needed to develop the standards include Police, Fire, ABC, Public Health, and Zoning. These agencies are responsible for public safety and maintaining order; therefore, the standards will focus on the most important elements of safety and a review of all applicable municipal codes and state laws.

Best Bar None
The purpose of the Best Bar None Scheme
- To reduce alcohol-related crime and disorder
- To build a positive relationship between restaurant owners, community, and police
- To improve knowledge and skills of enforcement and regulation agencies, licensees and bar staff to help them responsibly manage licensed premises
- Process of becoming recognized by BBN includes meeting minimum standards and culminates with a high-profile award night with category winners and an overall winner
- Responsible owners are recognized and able to share good practice with others
- Highlight how operating more responsibly can improve the profitability of an individual business and attractiveness of a general area

Best Bar None Scheme Requirements
- Adapting program to meet needs and State/Local laws
- Coordinator
- Staffing needed
- Hours
- Training
- Oversight
- Partnerships to promote

Creation of Standards
- Police Department
- Fire Marshal's Office
- Zoning Office
- Health Inspector's Office
- Department of Human/Social Services
- Prosecutor's Office
- Department of Alcohol Beverage Control

Accreditation Guide
An accreditation guide should be broken down into three (3) sections similar to the Best Bar None model.

Written Policies
The establishment writes employee policies into existing employee handbooks or as a stand-alone employee guide in this section. The municipal agencies should provide the standards and laws to the business owners, as well as a sample employee policy, which meets the standard. Considerations for writing each policy help the owner better understand why the standard exists.

Operational Checklists
These documents need to be present on the premises for municipal review and to meet compliance with the law or the program accreditation. Examples include:
- Incident report binder
- Responsible alcohol training
- Banned patron book
- List of all staff training
- First aid/CPR
- Weekly occupancy counts

Physical Verification
In addition, there is a list of fire, public health, and zoning codes that establishments must adhere to and the routine inspections that occur by municipal agencies. The physical verification provides another layer of review and compliance. Once completed, the program standards are met. A checklist of documents includes:
- ABC license
- First aid kit
- Safety equipment
- An ABC list of managers
- A list of repairs and maintenance to the property

Review
A review by the municipal attorney is recommended to ensure establishments are advised to comply or institute policies within state/county law and acceptable practices. By making the program voluntary, the restaurant/bar bears most of the responsibility for operating safely. The jurisdiction agencies can show regulatory and elected officials that making training and policies available goes "above and beyond" in the commitment to safety.

Restaurants or bars that choose not to participate show the municipality how seriously they are committed to running a safe business. Further, if violations do occur, the municipal agencies can show that they have made every effort possible to bring the business into compliance before applying enforcement.

This philosophy improves trust between the business owners and the impartiality of enforcement. It is significantly more difficult for an establishment owner with repeated violations and resists participation in the accreditation program to argue that they are being targeted.

Lastly, mandatory participation requires more work, time, and expense for officers, fire marshals, and inspectors to ensure establishments are participating and meeting standards.

Pilot
Consider running the accreditation program as pilot in a small nightlife area that will have the most impact. The standards can be introduced to 5-10 restaurant/bar owners and they can be asked to provide feedback about:
- Ease of use in understanding the guide and standards
- Time needed to write policies
- Difficulties encountered when writing policies
- How difficult was it for owner to implement into existing employee policies

The program needs continual follow-up with owners and managers to ensure they complete each step of the accreditation process. Having strong promotion of involvement in the program can reduce this. Popularity will grow with more awareness and participation in all areas with restaurants or nightlife.

Accreditation
The accreditation is valid for one year of approval by an assessor. That assessor then maintains oversight over that establishment. Each year the establishment will only resubmit policies if there has been an addition or change to the policy. For example, if a bar adds security staff, the owner will now need to write policies to meet the standards for security staff.

Promotion
In the Best Bar None UK model, promotion and advocacy come from the alcohol distillers and distributors. These organizations fund an awards program and celebrations. In addition, the municipality can partner with Economic Development and the Chamber of Commerce to promote the establishment's participation successfully in the program. Consider promotion through social media platforms, news stories, and an awards ceremony to recognize establishments.

Benefits
Restaurants or bars that participate in the program show the community a willingness to address alcohol-related crime and positively affect the night economy. An increase in safety can also help reduce liability for the establishments. Patrons value safety when they visit nightlife areas and are willing to spend their time and money when restaurants show they value safety.

Revocation
Having a revocation policy is needed but should not be used except in extreme cases where a bar or restaurant owner shows negligence and places patrons or staff at risk. The program's goal is voluntary compliance and participation; municipal staff and officials should encourage participation. Lastly, develop triggers that will start a review by the municipal agencies.

Notes

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Accreditation Revocation Triggers for Review Example
2 or More Triggers within one year = Automatic Review

Police - Incidents that affect public safety
- Assault & Battery resulting in injury
- Malicious Wounding/Aggravated Assault & Battery
- Assault and Battery on a law enforcement officer
- Assault by mob

Fire - Occupancy and fire code violations that affect patron safety
- Over occupancy
- Fail to maintain egress (Blocked doors, stairwells, and exits)
- Over intoxication requiring medical transport

Public Health - Violations that affect public health
- Contaminated equipment
- Inadequate cooking
- Poor hygiene
- Unsafe food sources
- Improper holding temperatures

Revocation

Revocation of an accreditation will be determined by the Manager/Mayor after a recommendation and review by Committee. The Committee will comprise of one representative from the following:
- Police Department
- Fire Department
- Public Health Department
- Code Enforcement
- Restaurant/Bar owner or their designee

"The Manager/Mayor or their designee may, after providing the opportunity for a hearing, order the revocation of an accreditation for serious or repeated violations involving the safety of the public, as described in the triggers for revocation or for interference with the Manager/Mayor in the performance of his duty."

Prior to ordering the revocation, the Manager/Mayor shall notify, in writing, the holder of the accreditation or the Person in Charge of the specific reasons for accreditation is to be revoked, and that the Accreditation shall be revoked on the tenth (10th) day following service of the notice unless a written request for a hearing is filed with the Manager/Mayor by the holder of the Accreditation within such ten (10) day period. If no request for a hearing is filed within the ten (10) day period, the accreditation shall be revoked by order of the Manager/Mayor and the revocation shall be final. The restaurant may reapply for accreditation after a period of one year from revocation.

Developing Bar/Restaurant Policies
Developing policies and procedures that meet accreditation will help restaurants run in the safest manner possible. Written policies ensure that every employee has the same information with the goal of operating the restaurant safely.

Policy reflects the "rule" of operation. These rules are determined by the owner to meet the guidelines of accreditation.

Procedure is the implementation of the policy.
To be most effective, the restaurant's policies and procedures should be available to all employees in written or electronic form. Making these policies available and providing training will give a restaurant's employees the greatest chance of success. Owners and managers should be the most knowledgeable about the policies and best practices of the restaurant to provide guidance and enforce policies.

Basic information should be considered when writing policy and procedure:
- Numbering your policies
- Date the policy was created or revised
- What is the policy?
- Why is the policy important and what is the purpose?
- Who does the policy apply to?
- When is the policy applicable?
- What is the procedure for carrying out the policy?

Effective Policies
- Address what the rule is
- Clear, concise, and simple to follow
- Owners and managers should be considered policy experts and should be available to explain and enforce policies

Effective procedures
- The steps to carry out the policy
- Easily understood tasks to meet the policy

Suggested style for writing policy and procedure
- Concise and factual
- Information that does not become outdated, for example, avoid names of people – use positions
- Include step by step instructions for completing tasks or documentation

Policy Number:
Consider numbering policies to assist in organization.

Policy Date:
Date the policy was created or revised.

Policy:
State the rule and what is permitted OR what is not allowed, unacceptable, etc.

Purpose:
Why is this policy important and what is the purpose? Is the policy a best practice, meeting a state or county code, or meeting an ARI assessment guideline?

Applicable To:
Who is this policy directed to and who does it apply to?

Procedure:
What is the procedure for carrying out the policy? Provide clear, concise, and simple to follow directions.

Policy Examples

Have a written policy to prohibit the sale, consumption, and possession of alcohol to persons less than 21 years of age.

Importance:
- Having a written policy requiring staff to request proof of age from all patrons who <u>appear</u> under the age of 30 attempting to enter the restaurant (when persons under 21 are prohibited from the restaurant).
- Having a policy helps staff meet expectations and outlines consequences if the law and policy are not followed.
- An Under-30 policy can be used for all staff when determining whether alcohol sales or entry can be granted.
- **State Code of Virginia - Prohibited Conduct - Retail Licensee Guide**
  - "No sales are permitted to underage persons, who are defined by ABC law as persons less than 21 years of age."
    COV §4.1-304
  - "Do not allow a person under 21years of age to possess or consume alcoholic beverages on the licensed premises."
    COV §4.1-225 and §§4.1-305

Sample Policy:

"To be served or consume alcohol in this restaurant all patrons must be 21 years of age or older. If patrons appear under the age of 30, an acceptable form of identification will be requested."

Considerations:
- Servers are aware of acceptable forms of identification as identified by VA Department of Alcohol Beverage Control.
- Having a zero-tolerance policy helps staff meet expectations and outlines consequences if the law and policy are not followed.
- Ensure staff is aware who is responsible for door duties and are aware of the Police Department's policies regarding collection and identification of fake identifications.
- Managers should be available to deal with disputes arising from patrons not being allowed entry.

Have a written policy establishing a "Safety Officer" to monitor patron intoxication levels and overcrowding.

Importance:
- Ensures staff are aware of the importance of responsible alcohol service and supervision of and safety of patrons.
- **State Code of Virginia - Prohibited Conduct - Retail Licensee Guide**
  - "Do not sell or serve alcoholic beverages to intoxicated persons, or allow someone else to purchase alcoholic beverages for intoxicated persons." **COV §§401-304 and §§401-306**

Sample Policy:
"The position of the designated safety officer is to oversee the safe operation of the restaurant. The duties cover all aspects of operations that effect the restaurant's civil liability, patron, and staff safety."
Considerations:

- The person who has this responsibility should be knowledgeable in all operations of the restaurant.
- The primary function of the safety officer is to monitor safety issues and intervene by directing staff before a problem can escalate jeopardizing staff and patron safety.
- If possible, the safety should be someone other than a manager allowing sole focus to be on the safe operation of the restaurant.
- Knows protocol for contacting the Police Department, particularly before disputes escalate to more dangerous situations.
- Monitor patron intoxication levels and cease alcohol service if a patron is showing signs of intoxication.
- Monitor occupancy counts to ensure the restaurant does not exceed occupancy ratings.

Have a written policy and/or a posted maximum drink policy prohibiting customers from possessing (2) mixed beverages at one time.

Importance:
- **Virginia State Code of Virginia - Prohibited Conduct Retail Licensee Guide**
    - "No customer should possess more than two mixed beverages at one time."
    - "No more than two drinks of wine, beer, or mixed beverages during Happy Hour. During all other times, no more than two mixed drinks at one time, wine and beer – without restriction."
    3 VAC 5-50-60.B

Sample policy:

"Staff are not permitted to serve or allow patrons to possess (2) or more mixed beverages at one time."

Considerations:
- Having a drink limit not only meets the state code but minimizes the risk of over-consumption and disorder by patrons.
- Consider expanding the policy not allowing patrons to possess more than 2 alcoholic beverages of any type.

**Have a written policy to make staff aware of and prevent the use of
"Date rape" drugs and alcohol related sexual and domestic assault.**

Importance:
- Alcohol and drug related assaults can occur and they represent a very serious risk to patrons.
- Staff awareness can help prevent this from happening and protect patrons.
- A program available to raise awareness is the Bar Bystander Intervention Training which is made available through Arlington County Department of Human Services Project Peace.

Sample policy:

"Staff are aware of and attempt to prevent situations where date rape drugs could be used."

"Staff that are in regular contact with patrons are aware and trained in a program to prevent sexual and domestic violence."

Considerations:
- Common date rape drugs are GHD, Rohypnol, and Ketamine.
- Drugs can be placed in unattended beverages if someone other than the bartender or server gives the patron the drink.
- Look for signs of extreme intoxication or incapacitation in patrons especially if they are leaving with a group or another individual.
- Attempt to gain information or consider calling police/fire to ensure the patron's safety.
- The Safe Night Active Bystander Training is available to meet this assessment standard.

Checklist Examples

1) **Incident reporting binder or other filing system to document incidents.**
   Importance:
   - Incident reporting forms are used to document actions taken to prevent or correct alcohol related issues. This should be method of collection for incident reporting. Also, included in the reporting binder should be incidents involving injury or accidents.
   - A sample in-house incident report will be provided.

2) **Binder to track Responsible Servers Training or TIPS training for staff.**
   Importance:
   - Licensees having well-organized records showing certifications of records shows the commitment to responsible alcohol service.
   - Provide evidence that staff has read establishment policies and procedures and is aware of accreditation program.

3) **Interior and Exterior Premises Checklist used at opening and closing.**
   Importance:
   - Ensures there are not any intoxicated patrons or damaged property in or around your restaurant. This also ensures litter is picked up on the outside of the establishment building goodwill with the neighboring residents.

4) **Binder or system for keeping track of banned patrons.**
   Importance:
   - If a form is completed at the owner's or an agent of the owner's request, the document should be kept where other employees will be able to locate the paperwork.

5) **Alcohol serving principles document, which all staff members sign and abide by who are certified to serve alcohol in your restaurant.**
   Importance:
   - Having ABC certified servers is not only encouraged as part of your ABC license but can protect the business if employees act outside of the rules that are established for the business and alcohol license.

6) **Maintain a list of staff that has attended general staff meetings to review policies or changes in policy.**
   Importance:
   - Holding regular meetings allows accountability for the restaurant when employees are abiding by in house policies.

7) Maintain records of how you promote the accreditation. This may include social media, advertisements, or other promotional events.

Importance:

- Receiving an accreditation is a sign to patrons and the community that the restaurant has a commitment to safety.

8) Patron count log, binder, or other system to track occupancy loads

Importance:

- Overcrowding on a premise is unsafe and causes issues for conflict and occupancy violations.
- Keeping track of patron numbers also is used in preplanning for staff and security.

9) A list of all staff that have valid first aid and CPR certifications.

Importance:

- Having staff that are trained in first aid and CPR shows emergency preparedness and a commitment to patron health.
- In an emergency, it is important to easily identify staff that has emergency training.
- Fire Department will make training available in First Aid and CPR.

Physical Verification Examples

1) **Virginia Alcohol Beverage Control License and ABC Manager Document must be clearly posted.**
   Importance:
   - **State Code of Virginia - Prohibited Conduct - Retail Licensee Guide**
     - "Each license must be posted in allocation on the premises where it is clearly visible."
       COV §4.1-203

2) **Have garbage cans near entrances and exits.**
   Importance:
   - Providing trash cans at the entry and exit points allows patrons who are leaving a place to discard their alcohol containers before the can be brought outside of the establishment.
   - **State Code of Virginia - Prohibited Conduct - Retail Licensee Guide**
     - "Always maintain your premises in a sanitary condition."
       COV §4.1-225
     - "On premise licensees, may serve and allow consumption of alcohol only in designated areas that are defined by the Board at the time the license is granted"
       3 VAC 5-50-110

3) **Have on premises appropriate safety equipment, such as a first aid kit, flashlight, etc.**
   Importance:
   - A first aid kit should be readily available to staff and be in a place that is easily accessible.
   - Other tools such as properly charged flashlights are a necessity for checking identifications or for helping during emergency situations.

4) **Virginia Department of Alcoholic Beverage Control Retail Licensee Guide is on the premises and available to all staff.**
   Importance:
   - The VA ABC Licensee Guide should be available to all staff as a reference to the lawful operation of the establishment.

5) Support transportation programs such as "SoberRide" and underage drinking campaigns by posing applicable posters or signage at entrances and exits.

Importance:

- Shows the community that the restaurant takes drunk driving and underage drinking seriously and is committed to working with the police department to limit offenses originating from their premises.

6) Clear trash in the areas surrounding the establishment daily at closing time.

Importance:

- Shows community that the establishment is committed to being a good neighbor and shows the restaurant takes pride in portray a positive appearance.

7) Evidence of any work or measures taken to repair areas in the establishment that have been defaced or are in a state of disrepair.

Importance:

- A premise in poor condition can present safety hazards to patrons
- Maintaining the interior and exterior of the business increases business by conveying a commitment to safety

Sample Incident Report

INCIDENT REPORT

Type of
Incident:_____

Date of Incident		Employees	
Time of Incident			
Injuries	Y/N	Manager	

Describe Circumstances:

(To be completed for EVERY incident or whenever Police or Fire are called)

Insurance Company Contacted Y/N?

Insurance Contact Person:_____ Claim #: _____ Phone:_____

Police Report Filed Y/N?

Report #:_____ Officer:_____ Phone:_____

Security Cameras Y/N?

Witnesses Y/N?

Witness Name:_____ Phone:_____

Witness Name:_____ Phone:_____

Prepared By:_____ Signature:_____

Patron Accountability Program

The Gloucester City Safe Scheme, created in 2014, identifies people who commit crimes in the city center and bans them from businesses collectively. In the City Safe Scheme, 140 businesses signed up for the partnership that works with local authorities to issue warnings to individuals committing crimes. In addition, 67% of citizens surveyed felt anti-social behavior, which consists of, disorderly conduct, public intoxication, theft, and begging, was their biggest concern in the nighttime economy. An analysis of the City Safe Scheme also found:

- **83%** of first-time offenders did not have a second violation
- **2%** of offenders committed **31%** of all incidents in the city center
- 71% of visitors aged 18-35 are visiting the city center for restaurants or nightlife

With a decrease in alcohol-related violence such as assaults, assaults by mobs, and assaults on law enforcement, focus can shift to how restaurant and security staff can intervene with patrons who become overly intoxicated or show signs of becoming disorderly and violent.

Many bar and restaurant owners and staff express concerns about circumstances that add to over-intoxication. Patrons have free will to make poor choices, sneak alcohol into restaurants, engage in fights, and use illegal or prescription drugs. These factors contribute to many incidents where patrons are escorted out of the establishments requiring police involvement. Additionally, police involvement with these patrons often ends in an arrest of a patron identified by staff.

Instituting a program called Bar Safe uses a more focused version of a municipality's banning process to address alcohol-related crime. The Bar Safe program focuses on patron accountability during nightlife hours on Thursday, Friday, and Saturday nights between the hours of 9 pm and 3 am. Commission of alcohol-related crimes by patrons can result in their exclusion from partnering businesses, depending on the severity or frequency of the violations. Businesses active in the nightlife area during nightlife hours sign a partnership agreement. If a patron is banned from any partnering businesses, all other businesses agree to honor the ban on their property. Essentially, if a patron's behavior results in being banned from one participating establishment, the patron is banned from all participating establishments for one year.

The primary officer using the Bar Safe Violation-Banning Notice will give a patron arrested or suspected of committing a yellow violation notice of the violation. Further, the primary officer will advise the patron how many offenses they have accrued and the consequences of committing further crimes in the nightlife area.

After completing the Bar Safe Violation-Banning Notice, the offender's information will be entered into the police local files with the corresponding violation or banning information. When an officer encounters a patron who has committed or is suspected of a red or yellow violation, the officer will give the accrued violation or banning notice.

The partnership businesses should be given a monthly list of patrons added to the banned list provided by the police department. This list is for informational purposes only, and it will be up to the businesses to alert or notify the police department of banned patrons who have entered their restaurant. The police department should not actively seek out or attempt to identify patrons on the banned list.

The goals of the pilot program are:

- Improve patron accountability
- Increase awareness of unacceptable behavior
- Reduce over intoxication
- Reduce disorderly conduct
- Reduce assault & battery
- Reduce assault & battery on restaurant and security staff
- Reduce incidents of destruction of property in the restaurants
- Improve safety for restaurant staff and other patrons
- Sense of community for the restaurants

The pilot program aims to consider the concerns of restaurant and bar owners by holding patrons accountable for their behavior while visiting their establishments. By providing this alternative to arrest, it is anticipated that patrons who visit will modify their behavior by being aware of the expectations of the restaurants and the police department.

Bar Safe Notice
Arlington County Police Department
1425 N. Courthouse Rd., Arlington, VA 22201

ARLINGTON
VIRGINIA

On behalf of the designated property owners, the following accusations/crimes have been identified as actions not acceptable on their property and may result in the patron being banned from all listed businesses for a period of one (1) year.

Red Violations (Any Violation = Banning Notice)

☐ Rape	☐ A&B on Police/Fire	☐ Felony Drug Violation
☐ Sexual Assault	☐ A&B – Injury	
☐ Malicious Wounding	☐ Weapon Violation	

Yellow Violations (3 Violations within 12 months = Banning Notice)

☐ Drunk in Public	☐ Indecent Exposure	☐ Destruction of Property	1st Violation ☐
☐ A&B – No Injury	☐ Disorderly Conduct	☐ Misdemeanor Drug Violation	2nd Violation ☐
☐ Fake ID	☐ Urinating in Public	☐ Underage Alcohol Possession	3rd Violation ☐
☐ Larceny	☐ Drinking in Public		*(Within 12 months)*

ONLY COMPLETE IF ISSUING FOR A RED VIOLATION OR 3RD YELLOW VIOLATION WITHIN 12 MONTHS

NOTICE FORBIDDING TRESPASSING
In accordance with Section 18.2-119 of the Code of Virginia, I hereby notify you that you are forbidden to go upon or remain on the lands, buildings, or premises of the following Clarendon businesses:

3100 Clarendon Blvd	3033 Wilson Blvd	3100 Washington Blvd	2933 Wilson Blvd	1210 N. Garfield St
Bar Bao	Hunan One	Lyon Hall	Mexicali Blues	Bracket Room
Pamplona				
Bronx Pizza	3181 Wilson Blvd	3200 Wilson Blvd	3028 Wilson Blvd	_____
	Spider Kelly's	Silver Diner	GOAT	
3211 Washington Blvd	3165 Wilson Blvd	3141 Wilson Blvd	3195 Wilson Blvd	_____
Spirit of 76	Don Tito	CVS	Liberty Tavern	
3125 Wilson Blvd	2915 Wilson Blvd	2854 Wilson Blvd	3207 Washington Blvd	_____
Goody's Pizza	Wilson Hardware	Whitlow's on Wilson	O'Sullivan's Irish Pub	

> **TRESPASSING NOTICE EXPIRES AFTER ONE YEAR**
> Date Issued: _____ Date Expires: _____

Acknowledgement and Signature
I, the person whose biographical information appears below, hereby acknowledge that I have read this Notice, or had it read to me, and that I understand it. My signature is an acknowledgement of my receipt of this Notice and is not an admission of guilt. If I refuse to sign this Notice, my refusal to sign shall be documented by the officer serving the Notice.

_____   _____   _____
Signature of Person Receiving Notice   Date   Printed Name

Reason For Issuing Notice of Violation and/or Notice Forbidding Trespassing:

_____

Last Name		First Name				Middle Name	

Race	Sex	DOB	HT	WT	Eyes	Hair	Complexion	Incident Number

Scars, Marks, Tattoos, Other Descriptors

SSN or OL		State	Other ID		Officer Name & Badge	

Address		Email		Phone

Develop Training for Restaurant and Bar Staff

Why is there a need for government-developed training for serving and security staff?

- The municipality is trained on application of the law and can provide guidance
- Sets expectations for restaurant staff
- Will foster a closer working relationship
- Will encourage staff to take more personal responsibility and action if they personally know the officers and fire marshals

Policies and Objectives for Restaurants/Bars

	Staff	Alcohol	Environment	Residents
Objective	Employee policies and training	Responsible sale and consumption of alcohol	Safe welcoming space	Proactive member of the community
Policies	• Employee policies • Safe Night Active Bystander training • Criminal & Civil liability	• Employee policies • Responsible alcohol service training • Fake identification training • ABC Code training • SoberRide	• Public Health compliance • Fire code compliance • Code compliance • Maintenance • Security	• Attend or host community meetings • Support local festivals and special events

Notes

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Benefits for restaurants and bars:
- Staff/Alcohol/Environment/Residents
- Reduced liability
- Compliance with State and local laws
- Fewer violations
- Less employee turnover
- Better customer experience
- Increased economic viability
- Safe environment for staff and patrons
- Better relations with the community
- Increased opportunity for revenue

Training for restaurant/bar staff

Servers/Bartenders/Managers
- Fake ID detection
- Public safety expectations
- ABC law and codes
- Responsible alcohol service
- Criminal and civil liability
- Safe Night Active Bystander training

Security
- Background checks
- Fake ID detection
- ID Scanners
- Criminal and civil liability
- Safe Night Active Bystander training
- Safety officer
- Crowd management
- Occupancy
- Line management
- Identifying intoxicated patrons
- Uniforms
- Incident Reporting
- Communication
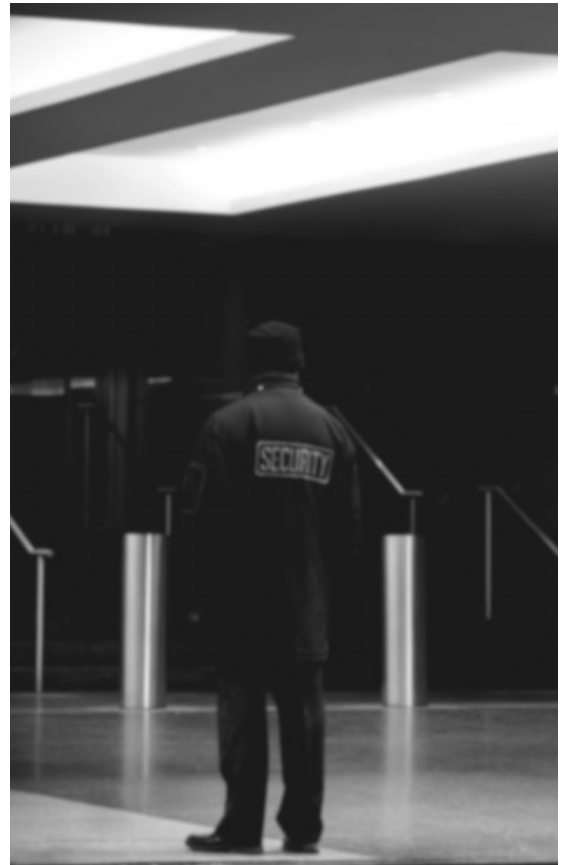
Develop Security Training
Goals and Objectives
- Improve effective practices and comply with the law
- Behavioral cues of levels of intoxication
- Understand and reduce liability by making reasonable efforts
- Explain dram shop liability and common negligence
- Identify fake identifications and what to do when they are detected
- Review of ABC law
- Understand public safety expectations and what employee's role is
- Explain how documenting incidents can be beneficial

Fake ID Detection
Common Types of Accepted Identification (Check your ABC & State Law)
- Valid State ID/OL
- Passport
- Military ID
- US State Department Issued Visa

Common Types Unacceptable Identification (Check your ABC & State Law)
- College ID
- International Driver's License
- Social Security Card
- Resident Alien Cars
- International Driving Permit

Quick Check Method
- Bend the ID stongly in to the letter "C" to see lamination bubbles or wrinkles
- Proper light
- Compare ID to person
- Not expired or hole punched
- Smooth finish to lamination
- Bend the ID stongly to see lamination bubbles or wrinkles
- Lamination peeling
- Dirt & debris around edge from glue
- Ask questions!!
- How old are you?
- Where are you from?
- Hesitation?
- Take a minimum of 10 seconds per ID
- Use manuals – I.D. Checking Guide

Criminal/Civil Liability for Security Staff

Owners and staff of restaurants that have ABC licenses are concerned about liability.

Restaurants/Bars are more likely to be sued for using unnecessary or excessive force than any other reason.

Bouncers – Eliminate this Word!
- Overly aggressive
- Little formal training
- Inadequate procedures contribute to added liability
- Little to no experience
- Immature
- Lack self-control
- Poor communication
- Aggressors in physical altercations
- Escalate conflict
- Embarrass patrons
- Maximum risk of injury, death, lawsuits and
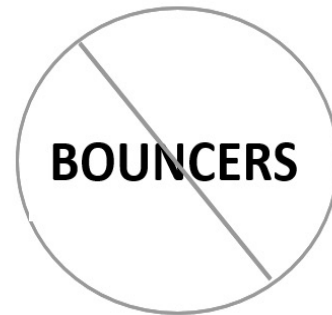
Guardians
- Trained
- Good judgment
- Exercises self-control
- De-escalates situations through communication
- Helps patrons avoid embarrassment
- Minimizes risk by providing for a safe environment

Floor-person
- Well trained and highly visible
- Continuous evaluation of attitudes and behavior of patrons
- Early intervention

Criminal/Civil Liability for Security Staff

Door-person
- Host and sets the tone for the establishment
- Checks IDs
- Monitor lines and crowds in front of the establishment

Safety Officer
- Safety of staff and patrons ONLY
- Responsible for the liability of the establishment
- No other duties than to monitor the premises for unsafe or belligerent behavior
- Responsible for calling Police first before staff move in to diffuse an escalating issue

Factors that contribute to aggression
- Intoxication
- Embarrassment
- Jealousy
- Unwanted touching
- Sexual assault
- Frustration (Wait times for bathroom/drinks/entrance to establishment)
- Poor service

Escalation of Patron Conflict
- Bumping
- Spilled drinks
- Verbal aggression
- Challenges or threats
- Pushing
- Punching, Kicking, etc.
- Weapons

Signs of aggression
- Faster breathing
- Sweating
- Angry
- Clenched fists
- Finger pointing
- Stance
- Tensing of muscles
- Inappropriate emotional reaction compared to situation
- Reduction in function:
  - Reasoning
  - Ability to communicate
  - Judgment
  - Listening skills

Criminal/Civil Liability for Security Staff

Intervention
- Staff/Security can intervene any time they see signs of intoxication and aggression to change the outcome.
- Physical force is usually not necessary
- Less likelihood of injuries to patrons and staff
- Give clear concise instructions
- Reduced likelihood of lawsuits
- Ban patrons who cause disturbances

Positive Interaction
- Relaxed and friendly
- Build rapport
- Host of the restaurant
- Approachable
- Professional appearance

Liability Considerations
- Quick and appropriate response to incidents that involve patron safety
- Failing to intervene or stop is more likely to bring a civil suit
- Documentation of the incident us required

Scenarios
1. Fight between two men in a crowded bar.
2. A verbal argument between a man and woman and they begin physically hitting each other. (Pushing and shoving)
3. A man is making sexual comments to women and trying to dance with them.

Interventions
1. How will you begin the intervention?
2. Can you intervene by yourself?
3. Who is contacting the Police?
4. How do you respond when other patrons become involved or interfere with your intervention?
5. How do you maintain self-control?

Important Points
- Teamwork with more staff engaging in the intervention will likely have a safer outcome
- Continue to assess the situation and adjust intervention based on changing factors

Criminal/Civil Liability for Security Staff

Contact & Cover Method

Staff can use the contact and cover method police use for engaging suspects.

CONTACT
- Initiates communication
- Takes charge
- Responsible for the outcome of the intervention

COVER
- Provides additional support but participate directly unless needed
- Provide a visible deterrent to other patrons from interfering

Gaining Control
- Separate involved patrons and give them time/space to calm down
- Allow the patrons to "have their say" and acknowledge their complaint
- Provide them an explanation regarding what actions staff will now be taking (ejection, banning, etc.)
- Reward calmness
- Give clear and concise directions
- Ask for the patron's name and address them in a respectful manner
- Give choices (No more than two)
- Blame the situation or policy instead of the patron

Self-Control
Personal Triggers
- Patron behaviors or situations that trigger staff anger
- Personal anger may lead you to misread or overreact to a situation
- Anger leads to inappropriate uses of force

Anger Management
- Distraction – Divert your attention from what is making you angry
- Relaxation – Breathe deeply
- Rational Self-Talk – Disturbance is not personal

Criminal/Civil Liability for Security Staff

Communicating Through Body Language

Type of action or body part	Likely to increase tension	Likely to defuse tension
Body movement	Sudden movements	Slow movements
Eye contact	Staring	Maintaining good eye contact
Hands/arms	Hands in pockets or behind back Arms held across chest Clenched fists Pointing or jabbing finger	Hands open and at chest level or at sides
Touching	Calming hand on shoulder (if you don't know the person)	Calming hand on shoulder (if you know the person)
Facial expression	Frowning Clenched teeth Tensed lips Brows lowered Smiling (if someone is angry)	Neutral facial expression
Stance	"Squared-off" stance (e.g., face-to-face or "in someone's face")	Feet positioned so the body is slightly angled
Posture	Standing over the person (if he or she is seated) Leaning away from the person (while he or she is talking)	Leaning slightly forward or towards the person who is talking

Adapted from Middlebrook, P.N. (1980). *Social Psychology and Modern Life* (2nd ed.). New York: Alfred A. Knopf.

Criminal/Civil Liability for Security Staff

Patron Ejection

- Attempt to discreetly deal with the issue, which will reduce likelihood of aggression
- Verbally ask the patron to leave
- More than one floor person to deal with a disorderly patron
- If the patron continues to ignore orders to leave the premises, call **POLICE** immediately!
- Allow officers to remove the individual from your establishment
- Only reasonable force is allowed under the law to defend yourself or stop someone else from being hurt
- Slightly touching a patron to guide, direct, or block re-entry
- **Punching, kicking, tackling, dragging, or putting someone in a choke hold are all inappropriate methods for floor men to remove someone from an establishment.**

Customer Fights
- Reasonable force used to stop someone in your establishment from being hurt
- Once police arrive, act as their cover and keep other patrons from interfering with officers
- Ban primary aggressors

Use of Force
- Common misconceptions that bouncers have authority to pick someone up and physically remove them from the premises for violating a club rule.
- Some believe that bouncers can use pressure points, pain compliance holds, joint-manipulation, full-nelsons, chokeholds, wrist locks, and arm-bars to manhandle their patrons.
- This is not true, you can be sued civilly or arrested and face criminal charges.

Standards and Professionalism
- Dress appropriately
- Dress shirt, establishment logo shirt, and pants convey a professional appearance
- Stay away from hoodies and loose-fitting clothing
- Attend additional training
- Educate yourself about the best practices in the industry

Criminal/Civil Liability for Security Staff

Public Safety Expectations
- Staff must know what procedures to follow when police are called. In emergencies staff, must know their duties, which reduces the amount of confusion and will result in the proper authorities being notified in a timely manner.
- In addition to 911 or the non-emergency line, staff should know how to contact the Police Department.
- Common incidents when police should be called are:
    - A patron using illegal drugs while on the property
    - Illegal drugs seized on the property
    - Assault and fights
    - Overly intoxicated patrons
    - Trespassing
    - Crimes in progress
    - A weapon is discovered in the restaurant or on a patron
    - Disorderly conduct
- Address the preservation of witnesses and crime scene after a crime has occurred, until police arrive on scene. The procedure must cover at a minimum the following items:
    - Instructions to remove patrons and staff from the area, during and after the incident
    - Requirement to call police and fire department immediately
    - Preservation of crime scene and potential evidence and witnesses
- Dispersal policy
    - Last call should be timed to ensure patrons who order alcoholic beverages are served within hours of alcohol service specified by ABC.

Criminal/Civil Liability for Security Staff

Signs of Intoxication

LACK OF COORDINATION:
- Staggers, sways while attempting to stand still; holding on to bar, chair, etc.
- Leans against structure for support
- Slurs speech or speaks very slowly and deliberately
- Falls off a stool or chair

REDUCED JUDGMENT AND CHANGE IN BEHAVIOR:
- Argues and/or annoys employees or other customers
- Gets quieter or goes to sleep
- Becomes overly excited
- Speaks loudly and/or profanely (uses foul language)

CHANGES IN VISION:
- Eyes glassy, dilated pupils, lack of focus
- Red or watery eyes
- Droopy eyelids or tired appearance
- Squints continuously
- Closes or covers one eye to remove double vision

REFLEXES:
- Spills drink; misses mouth with glass
- Unable to pick up money or drops money; unable to count out correct amount for drink
- Slow or deliberate movements
- Slow or no reaction to actions such as spilling a drink on oneself

MANNERS AND APPEARANCE:
- Head bobs, eyelids drooping, looks sleepy
- Frequently rubs hands through face and hair
- Frequent trips to the bathroom

Criminal/Civil Liability for Security Staff

Alcohol
- Do **NOT** allow visibly intoxicated patrons into the establishment
- Do **NOT** allow visibly intoxicated patrons to remain in the establishment
- Continually monitor the establishment for patrons who display behavioral cues and allow POLICE to intervene early before issues escalate
- It is difficult for bartenders to monitor alcohol consumption of individual customers. It is also common for some patrons to do much of their drinking before coming to the restaurant.

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HOW TO RESPOND

WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

1. RUN

• Have an escape route and plan in mind
• Leave your belongings behind
• Keep your hands visible

2. HIDE

• Hide in an area out of the shooter's view
• Block entry to your hiding place and lock the doors
• Silence your cell phone and/or pager

3. FIGHT

• As a last resort and only when your life is in imminent danger
• Attempt to incapacitate the shooter
• Act with physical aggression and throw items at the active shooter

CALL 911 WHEN IT IS SAFE TO DO SO

HOW TO RESPOND

WHEN LAW ENFORCEMENT ARRIVES

• Remain calm and follow instructions
• Put down any items in your hands (i.e., bags, jackets)
• Raise hands and spread fingers
• Keep hands visible at all times
• Avoid quick movements toward officers such as holding on to them for safety
• Avoid pointing, screaming or yelling
• Do not stop to ask officers for help or direction when evacuating

INFORMATION

YOU SHOULD PROVIDE TO LAW ENFORCEMENT OR 911 OPERATOR

• Location of the active shooter
• Number of shooters
• Physical description of shooters
• Number and type of weapons held by shooters
• Number of potential victims at the location

COPING

WITH AN ACTIVE SHOOTER SITUATION

• Be aware of your environment and any possible dangers
• Take note of the two nearest exits in any facility you visit
• If you are in an office, stay there and secure the door
• Attempt to take the active shooter down as a last resort

Contact your building management or human resources department for more information and training on active shooter response in your workplace.

CALL 911 WHEN IT IS SAFE TO DO SO

PROFILE

OF AN ACTIVE SHOOTER

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area, typically through the use of firearms.

CHARACTERISTICS

OF AN ACTIVE SHOOTER SITUATION

• Victims are selected at random
• The event is unpredictable and evolves quickly
• Law enforcement is usually required to end an active shooter situation

Restaurant /Bar Operational Analysis
- Guardianship dictates patron behavior
- High quality entertainment that encourages patron engagement
- Lighting bright enough to maintain safety
- Ventilation – Control temperature to prevent excessive heat or cold
- Bathroom line maintenance and attendants
- Reduce use of glass or bottles which can be used as weapons
- Allow enough space and access to alcohol
- Maintain occupancy limits
- Eliminate the fight for resources

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Engagement During the Shift

Positive relationships have value regardless of whether they have an impact on crime and disorder. The police represent the government and an individual relationship can neutralize conflict between citizens and the police as an institution. Engagement with the community shows a high level of guardianship and encourages them to follow the law. This is contrary to the training and comfort of many officers. Some examples of engagement include:

- Talking
- Laughing
- High fives
- Fist bumps
- Appropriate photos

As identified in Proactive Alliance, the patrol cruiser is a hindrance in establishing connections with people. Police need to be afforded opportunity to make consistent attempts to connect with the community outside of their cars.

Community-Based Strategies

Community-based strategies need stakeholders to be engaged and work alongside the police and other municipal agencies to help produce desired outcomes.

Outreach

- Community awareness events
- Faith-based events
- Public service announcements
- Sports events
- Memberships in community civic associations
- Donate to community events and festivals
- Host meetings

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Collaborate to Reach Mutually Beneficial Outcomes & Vibrancy/Economic Viability

Develop Training for Special Event Staff

- **Special Event Staff Training**
    - Types of ABC One Day licenses
    - Improve effective practices and comply with the law
    - Empower participants to follow acceptable standards of practice for serving alcohol
    - Understand liability and reduce liability by making reasonable efforts
    - Identify fake identifications and what to do when they are detected
    - Review of ABC law that effects servers
    - Understand public safety expectations and what staff's role is

- **Fake ID Detection**

- **Criminal/Civil Liability for Staff**

- **ABC Codes**

- **Safe Night Active Bystander**

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Return on Investment

Police
- Fewer calls for service
- Requires less staffing
- Reduced alcohol related harm
- Increased trust from bar/restaurant owners
- Better community relations and support for efforts

Fire
- Fewer calls for service
- Requires less staffing
- Reduction of violations
- Increased trust from bar/restaurant owners

Zoning/Code Enforcement
- Reduction of violations

Public Health
- Reduction of violations

Alcohol Beverage Control
- Reduction of violations
- Reduction of fines and license suspensions

Courts
- Fewer cases and hours spent from arrests and prosecutions

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Community Engagement
Community engagement is required to give positive reinforcement to the businesses, the patrons, and the community. These events are a way to bring attention to the work that is done every single day by media and the public. Examples of community engagement for a dedicated or mixed unit are:

- Conversation With a Cop – Officers and command staff attend "happy hour" to informally speak with the patrons to get feedback on:
  - Safety of the area
  - Safety of the establishment
  - Experience with bar staff and security
  - Experience with the police
  - Suggestions

- Alcohol Games/Events – Whether using a local "Drive Sober" campaign, NHTSA's Drive Sober or Get Pulled Over, or any of MADD's programs, there is an opportunity to get involved with the community. Partner with the establishments and encourage responsible consumption of alcohol.
  - Run like MADD
  - Beer Pong
  - Hole in One
  - Corn hole
  - Football throwing
  - Dunk tank

**Class Exercise **

Develop an Outreach Event or Public Service Announcement

Goal of the event/PSA?
1. Increase awareness
2. Build trust
3. Solicit feedback from businesses or community

Who is the audience?
1. Patrons
2. Community
3. Businesses

SoberRide

How will you reach them?
1. Video
2. Social media
3. Traditional Media

What is the message?
1. Consistent with department mission statement

Who will help you?
1. Municipality Media Office
2. College Students – AV Office
3. High school – AV Office

Build Upon Relationships to Broaden Reach and Effectiveness

Establishing an accreditation program and a unified strategy to reduce alcohol-related harm are big tasks that take time to develop and implement. However, with consistency and support from jurisdiction leaders, they can be accomplished with as little as one dedicated person, as demonstrated by the Arlington Restaurant Initiative.

As change begins to take place, there are more opportunities to make a difference in areas that are outside police responsibilities. In addition, by having a multi-agency team and liaisons in place and communicating, other issues can be addressed that affect nightlife.

Municipality
A review and training ensure the noise ordinance is not too restrictive in a designated nightlife or entertainment area. For example, amending the noise standard to meet the expected "ambient nightlife sound."

Planning/Zoning
Coordinate the jurisdiction sanitation and lighting departments to address issues that may be present in nightlife areas. Increases in trash and poor lighting can contribute to alcohol-related harm. Review laws on vending and food trucks in the areas of nightlife. Expanding options for patrons reduce the fight for resources at the end of the night. Planning and zoning can allow for restaurants that include rooftops, cafes/patios, awnings, and outdoor heating.

Transportation
Jurisdictions should look to eliminate choke points of traffic congestion and risk to intoxicated patrons by addressing transportation needs. Rideshare companies like Uber and Lyft have taken over the taxi industry. Creating loading zones in nightlife areas makes drop-offs and pick-ups safer for everyone.

Partnerships with local universities can also be established to provide shuttles to students from nightlife areas to ensure that they arrive safely.

- Taxi Stands
- Rideshare loading zones
- Local shuttle routes and hours
- Shuttles provided by universities
- Public/Private partnerships

Consider establishing partnerships with local universities to provide shuttles to students from nightlife areas to ensure that they arrive safely.

Code Enforcement
Sound vs. Noise
- Zoning needs to measure ambient noise from our nightlife areas when the establishments are within code
- Unified policy that will be reasonable to restaurants and residents
- Jurisdiction leadership to participate in walkthroughs

Nightlife Sanitation Team
- Sanitation available during nightlife hours to mitigate complaints/issues.

Business Improvement Districts
- Basic housekeeping – BID employees, report potholes, broken streetlights, malfunctioning traffic lights, illegal dumping, and clean trash.
- Enhanced public safety – Increased presence of uniformed BID personnel deter crime.
- Enhanced hospitality – BID staff greet citizens and tourists making them feel welcome and safe.
- Economic development – BIDs promote and expand business activity

Economic Development Office & Tourism Bureau
- Highlight businesses within the jurisdiction
- Draw new businesses and industry into the area
- Collaboration to reward businesses that make safety a priority

Vibrancy and Economic Viability

Arts and culture are key elements of the quality of life and contribute to nightlife economies.

- Art incorporated into public areas
- Promotion for tourism
- Galleries and exhibits
- Secondary economy (retail, restaurants, hotels)

Does this exist in your municipality?
Does art add to the vibrancy of a city?

Special Events & Music Venues

Special Events Office
- Application outlining scope of event
  – 500 patrons+
  – Alcohol
  – Alcohol – ABC One day permit

Public safety evaluation
- Police
  – Fake ID detection
  – Public safety expectations
  – ABC law and codes
  – Responsible alcohol service
  – Criminal and civil liability
  – Safe Night Active Bystander training
  – Security
    ▪ Background checks
    ▪ Fake ID detection
    ▪ ID Scanners
    ▪ Criminal and civil liability
    ▪ Safety officer
    ▪ Crowd management
    ▪ Occupancy
    ▪ Line management
    ▪ Identifying intoxicated patrons
    ▪ Uniforms
    ▪ Incident Reporting
    ▪ Communication

- Fire
  – EMS Services
  – Fire Marshal
    ▪ Food trucks
- Public Health
  – Food service
- Sanitation
  – Trash management
  – Recycling on day of event

  – Number of expected patrons/officers
  – Terrorist attack planning
  – Training of venue private security and support staff

Next Level Applications

Creation of music & entertainment commissions/Special events commission
- Provide guidance in coordination with jurisdiction to navigate licensing and permitting requirements

Late night music can be an economic engine
- Employment numbers
- Sales tax revenue
- Number of live venues
- Tourism attracted by the area
- Foster relationships between musicians, residents, restaurants, and the jurisdiction

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Managing Expectations

Executive leaders considering A Safe Night Out and Proactive Alliance multi-component approach need to know that these are not quick solutions to reducing arrests. The cultural shift from enforcement alone to building consistent relationships is not done quickly and requires a long-term commitment from agency leaders.

With a long-term commitment, agencies can add strategies to address quality of life crimes. Establishing trust with the primary stakeholders allows jurisdictions to implement and develop a unified strategy to manage both crime and quality of life issues. This approach builds mutually beneficial relationships between the jurisdiction agencies, community, and businesses. A commitment by all stakeholders can have a positive outcome for all: increased economic viability, better use of resources, and a livable community.

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Open Review or Expansion of Any Topic Discussed Over the Previous Four Days

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