



# Proactive Alliance

Combining Policing and Counseling Psychology to Build Relationships and Community Engagement

Student Workbook



**SafeNight**

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# Safe Night

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[www.Safe-Night.com](http://www.Safe-Night.com)

# SafeNight

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## Introduction

Welcome to Proactive Alliance relationship-based policing. This is a training program is meant to challenge views and perceptions of how police interact with and solve problems in their communities. In this training, students learn how to build mutually beneficial relationships, facilitate cooperation rather than demand it, and solve problems using the cooperation and wisdom of the community.

We have years of training and experience in counseling therapy, public safety, and public policy. We understand the challenges for executive leaders and officers to develop new strategies that will have long-term success. Throughout this training, Safe Night will present new methods and perspectives that reframe police officers' role within the community and helps agencies to more effectively evaluate problems and use resources. We will use evidence-based counseling therapy techniques adapted for law enforcement to help students develop a unified strategy to improve safety and efficiency for both the community and the officer.

Municipalities desire safe, vibrant communities where stakeholders work side by side with each other to develop mutually beneficial solutions. Our objective is to provide students with the tools they need to build the necessary relationships to make their jurisdictions safe and prosperous.

Sincerely,



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



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

# MEET OUR TEAM

## Molly Mastoras, MA, LPC

### Co-Owner Safe Night LLC

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 approach, which teaches police and enforcement agencies to develop a relationship-based strategy with the community using adapted counseling therapy concepts. She

co-authored ***Proactive Alliance: The Ethos of Broken Windows*** published in IACP Police Chief Magazine and presented Proactive Alliance at the 2020 American Society of Evidenced-Based Policing (ASEBP) Conference. In 2021, Molly presented at the Law Enforcement and Public Health (LEPH) Conference and co-authored ***Proactive Alliance: Combining Policing and Counselling Psychology*** in the Journal of Community Safety and Well-Being with Dr. Charlotte Gill. Molly serves on the Board of Directors for the Washington Regional Alcohol Program (WRAP) and continues to work as a psychometrist and psychotherapist at a private practice.



## Dimitrios (Jim) Mastoras

### Co-Owner Safe Night LLC

Jim Mastoras served as a Master Police Officer in Arlington County, Virginia for almost twenty-four years as a patrol officer, crime scene agent, and field-training officer. As Arlington's first Nightlife Liaison, he used the relationship-based policing techniques of Proactive Alliance to establish trustful relationships with restaurant owners, providing the foundation to develop and implement strategies aimed to reduce alcohol related violence. By using this approach, Jim developed the first restaurant accreditation program in the U.S. to focus on best practices and law compliance for nightlife while also increasing safety and economic viability. Jim authored a toolkit detailing these innovative strategies published by the DOJ COPS Office in 2019 titled, ***The Arlington***

***Restaurant Initiative - A Nightlife Strategy to Improve Safety and Economic Viability***. 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. He also co-authored an article titled, ***Proactive Alliance: The Ethos of Broken Windows*** and ***Traffic Safety Initiatives: SoberRide-Enhancing Enforcement Efforts Since 1982*** in IACP Police Chief Magazine in 2020.



# Proactive Alliance

## Relationship-Based Policing Topics

### YOU

#### 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

### COMMUNITY

#### 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
- Warrior vs. 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 Goal of this Training**

To teach specific, immediately applicable techniques to empower law enforcement to initially establish rapport and continue to develop long term, working relationships with stakeholders. Using this relationship as a medium, officers and agencies can:

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

8:00–9:30	Introduction of Proactive Alliance: Origins, Driving Concepts Community Policing and Proactive Alliance
9:40–11:00	The Role of Authenticity and Self-Awareness – Resiliency Interpersonal Safety and Boundaries
11:10-12:00	Addressing the Power Differential
12:00 – 1:00	Lunch
1:00-2:30	Productive Empathy The Collaborative Perspective
2:40–4:00	Maintaining Proactive Alliance Over Time

## Day 2

8:00–9:30	Bystander Effect/Culture of Policing Proactive Alliance Practical Application
9:40–11:00	Break Down Silos Establish a Multi-Agency Team
11:10-12:00	Multi-Disciplinary Unified Strategy
12:00 – 1:00	Lunch
1:00-2:30	Bystander Effect/Culture of Policing
2:40–4:00	Community Problem Exercise







## **The Proactive Alliance Origin Story**

Before being able to productively collaborate with community stakeholders, police and enforcement agencies 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 Relationship-Based Policing

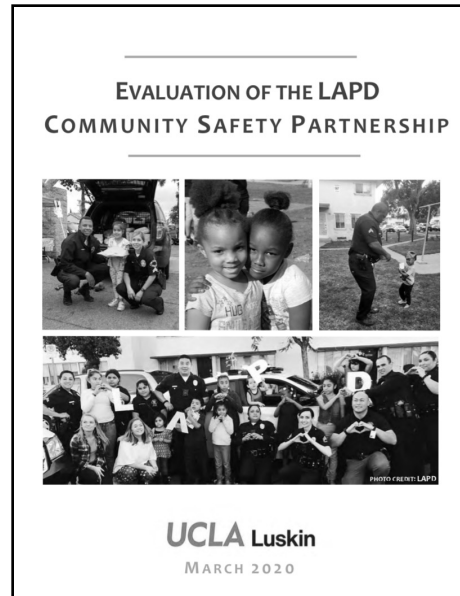
Policing in the 21<sup>st</sup> century is continuing to evolve and events over the past five years are sparking reform and a need for solutions that originate from outside of law enforcement.

### 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:



#### 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.

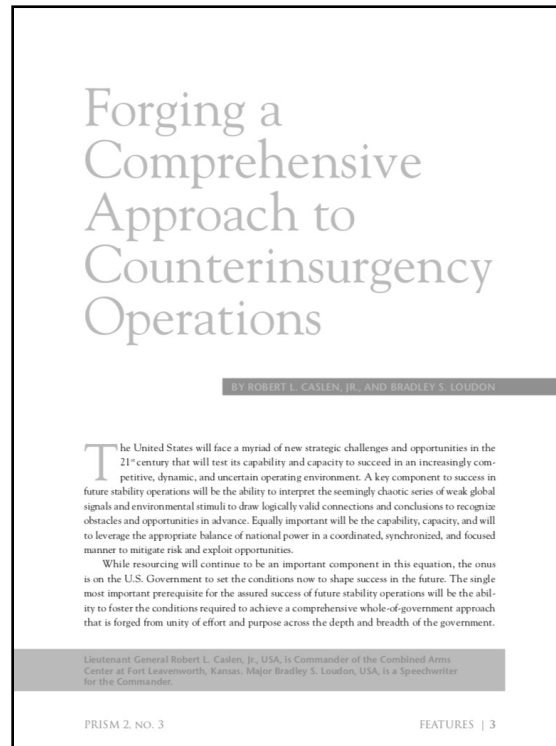
## U.S. Military

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



## 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        | • Look for sustainable solutions |
| • Live among the people       | • Manage expectations            |
| • Promote reconciliation      | • Be first with the truth        |
| • Walk                        | • Exercise initiative            |
| • Understand the neighborhood | • Learn and adapt                |
| • Build relationships         |                                  |

## **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 even 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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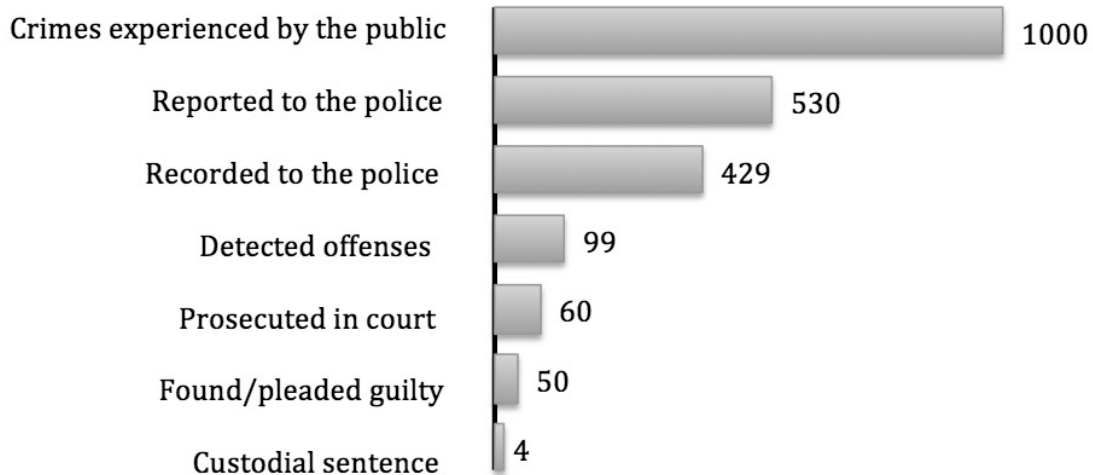
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## The Criminal Justice System

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



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

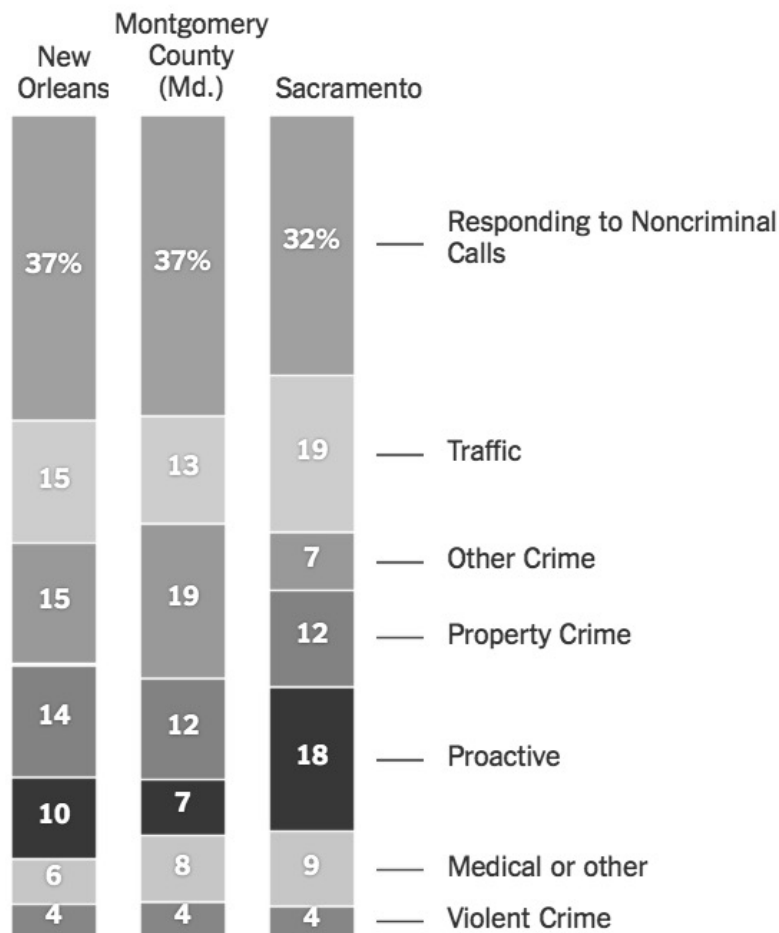
Victor E. Kappeler, Ph.D. , 2013, *So You Want To Be a Crime Fighter?*

**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%



Jeff Asher and Ben Horowitz, How Do the Police Actually Spend Their Time?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



## 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

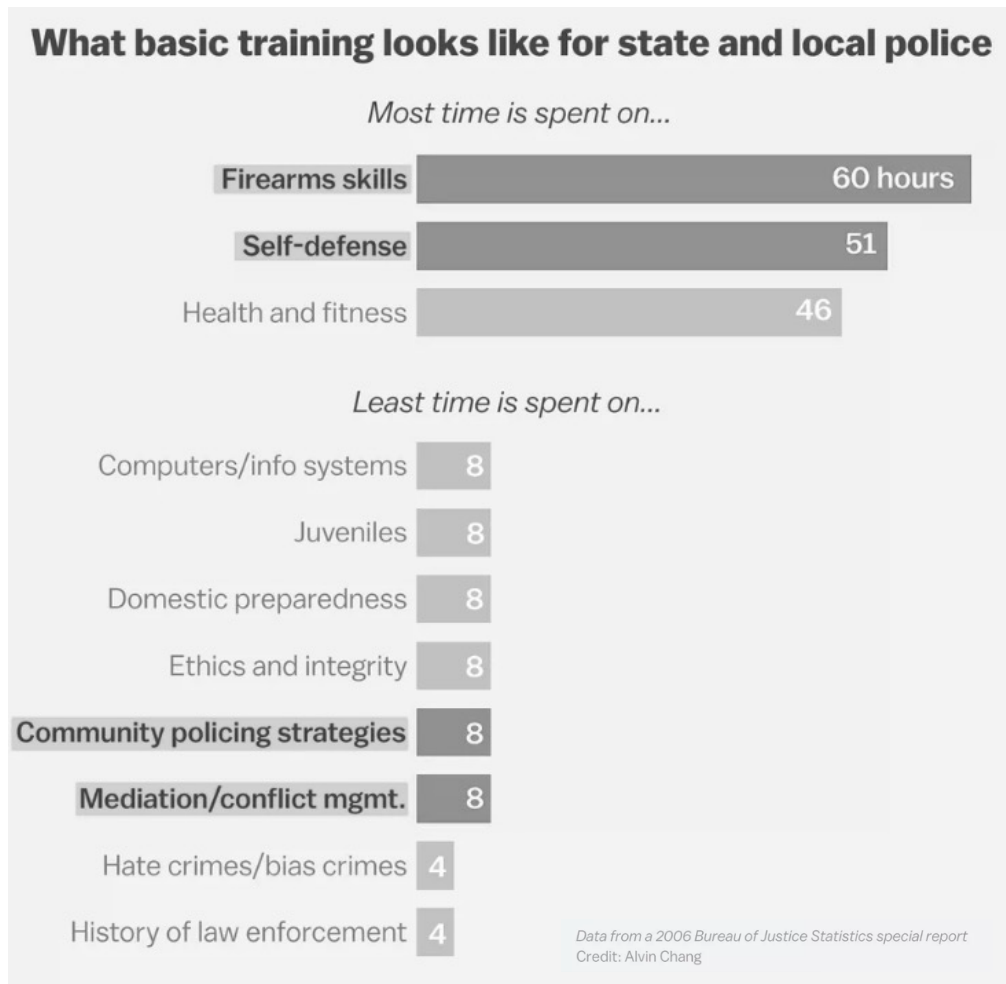
\_\_\_\_\_ %

- 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.

## 2006



## **2013**

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

<b>Training area</b>	<b>Percent of academies with training</b>	<b>Average number of hours of instruction required per recruit*</b>
<b>Operations</b>		
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
<b>Weapons/defensive tactics/use of force</b>		
Defensive tactics	99%	60 hrs.
Firearms skills	98	71
Use of force	98	21
Nonlethal weapons	88	16
<b>Self-improvement</b>		
Ethics and integrity	98%	8 hrs.
Health and fitness	96	49
Communications	91	15
Professionalism	85	11
Stress prevention/management	81	6
<b>Legal education</b>		
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:**

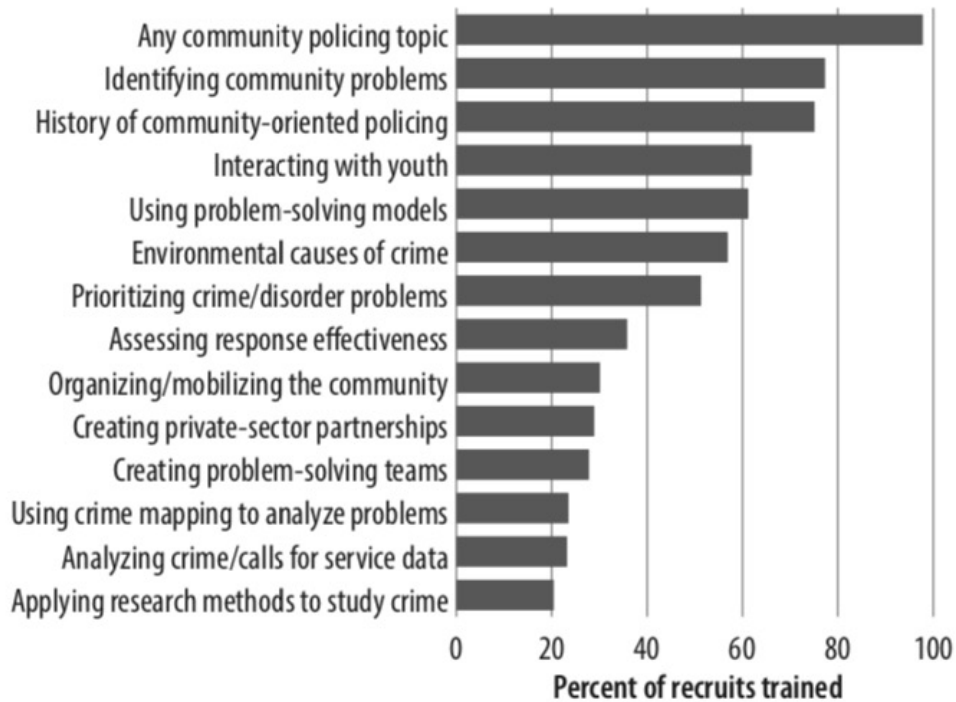
**Are police officers equipped to handle the work they will face?**

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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*
<b>Operations</b>			
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
<b>Weapons/defensive tactics</b>			
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
<b>Legal</b>			
Criminal/constitutional law	99.3%	99.3%	51 hours
Juvenile justice law	97.1	97.8	11
Traffic law	97.2	98.6	26
<b>Community policing</b>			
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
<b>Self-improvement</b>			
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
<b>Special topics</b>			
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
<b>Subject area</b>			
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

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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

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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.



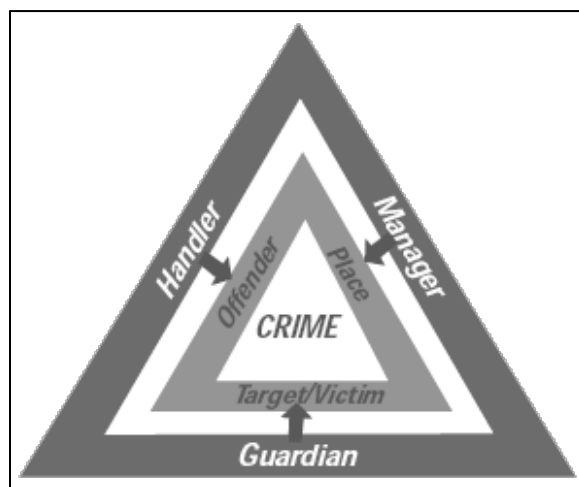
**Molly C. Mastoras and Dimitrios Mastoras, "Proactive Alliance" Police Chief Online, September 11, 2019.**  
**<https://www.policchiefmagazine.org/proactive-alliance-ethos-broken-windows/>**

## **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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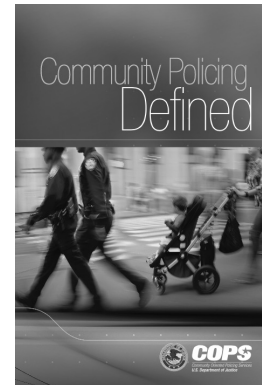
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**Recommended Reading:**  
<https://cops.usdoj.gov/RIC/Publications/cops-p157-pub.pdf>

## 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:**

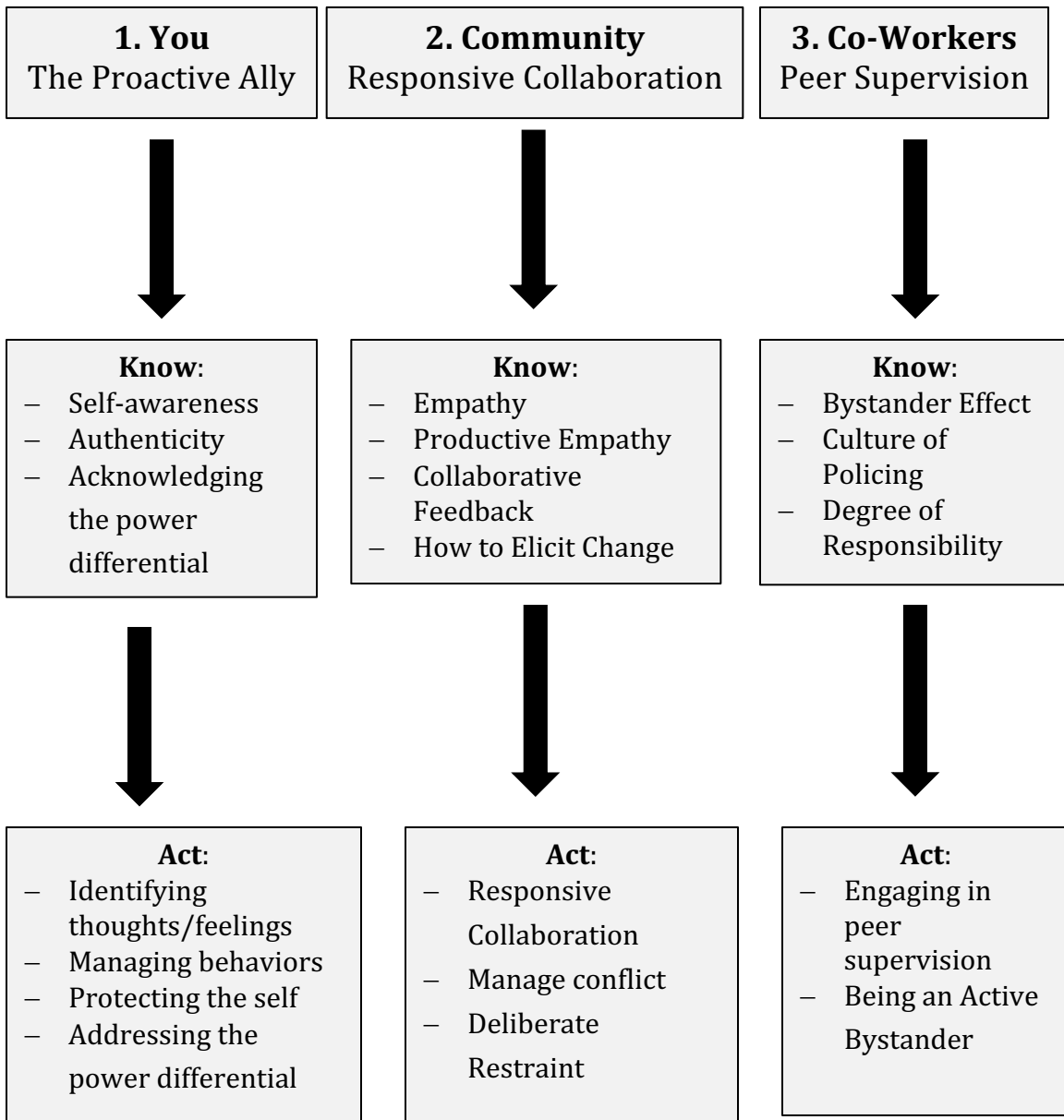
*"There is a feeling in the scholarly literature that to some extent community policing has been a buzzword rather than something that has been implemented."*

*"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.*

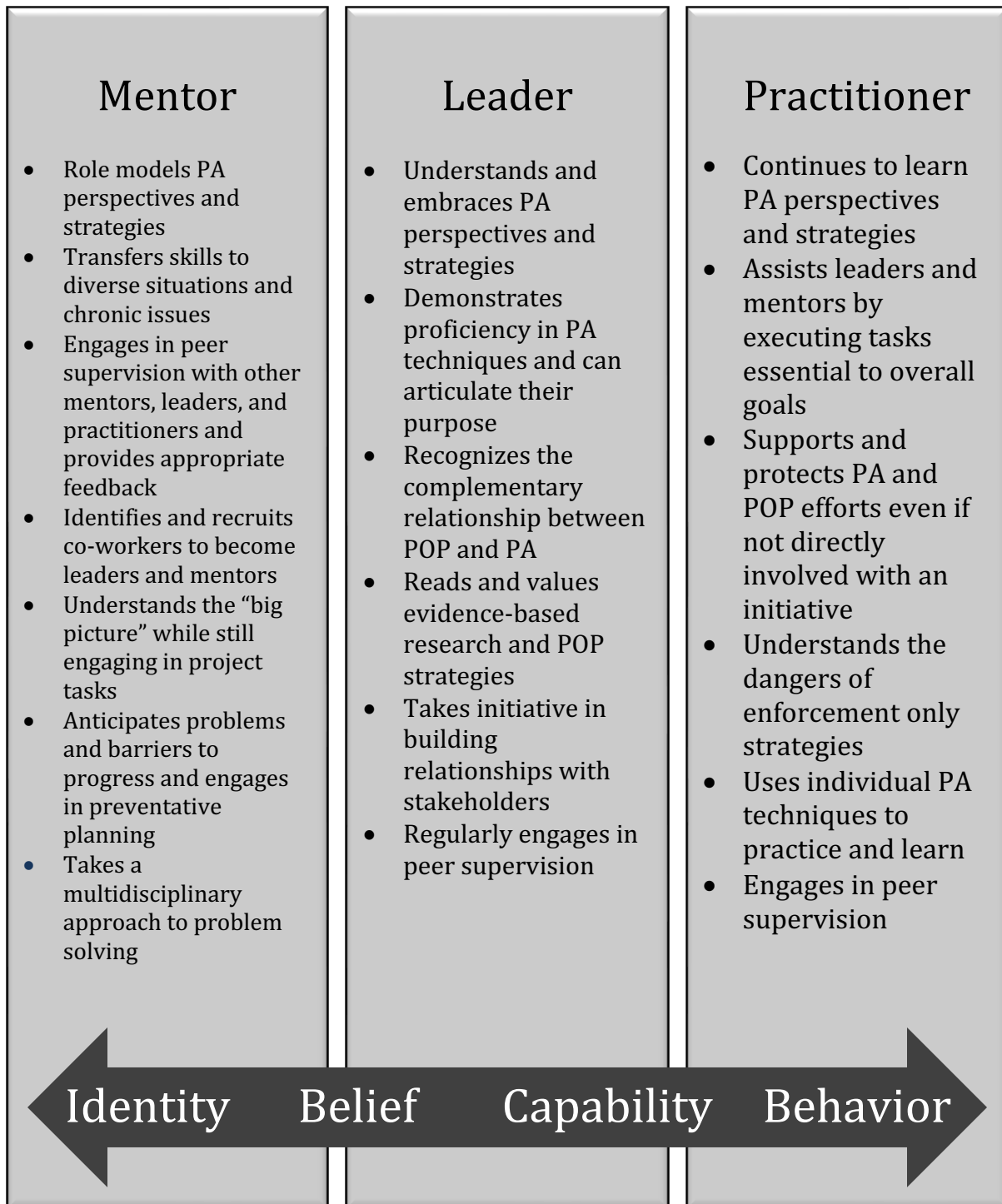
# **The Proactive Alliance Structure**

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

## **KNOW and ACT**



## Proactive Alliance Roles



# 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
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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

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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

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- 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**

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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

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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

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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

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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

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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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## Warrior Cop vs. Proactive Guardian

### What is a Warrior Cop?

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### 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”

#### Notes

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# CO-WORKERS – Peer Supervision

## Bystander Effect

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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.



### *Apathy at Stabbing of Queens Woman Shocks Inspector*

By MARTIN GANSBERG

For more than half an hour 38 respectable, law-abiding citizens in Queens watched a killer stalk and stab a woman in three separate attacks in Kew Gardens.

Twice the sound of their voices

- **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.



## 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 to do 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)

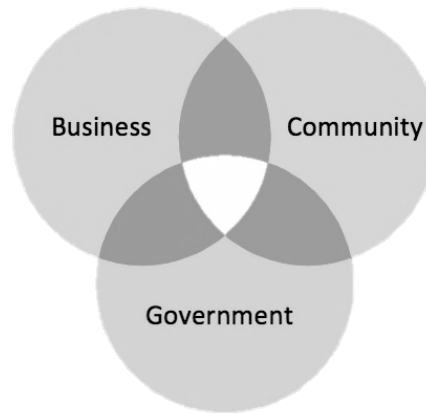


# Proactive Alliance Policing Practical Application

## **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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## 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.

Sir Robert Peel's Principles of Law Enforcement 1829 - Durham Police UK

### **Discussion - Notable Principles**

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## Stakeholders

### 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?

### 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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## **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 Reducing Alcohol Related Crime and Disorder in Clarendon (2017)

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## **Cross Training for Multi-Agency Team**

It is important that all collaborative municipal agencies deliver services consistent with the overall mission and goals. Failure to do so can result in a deterioration of trust and legitimacy from the stakeholders.

### **Public Safety (Police & Fire)**

- Adopt a relationship-based approach
- Encourage and cultivate the characteristics identified in the GMU study
- Prioritize prevention over enforcement
- Adopt a culture of recognition from leadership and officers

### **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
- 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
- Provide and maintain accessibility to services

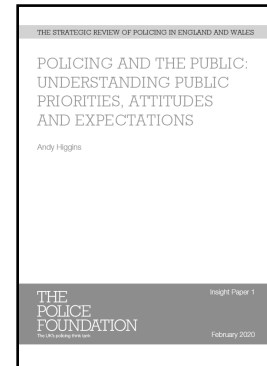
## The Police Foundation (UK) Insight Papers

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:

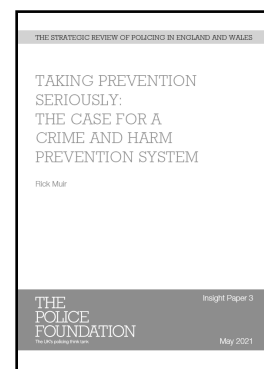
- Law enforcement vs. social service
- The police are just one of many agencies that contribute to public safety and security
- There is no “police solution” to what makes communities safe. Attention needs to be given to how police fit in to the overall mission of harm prevention with other stakeholders 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 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.

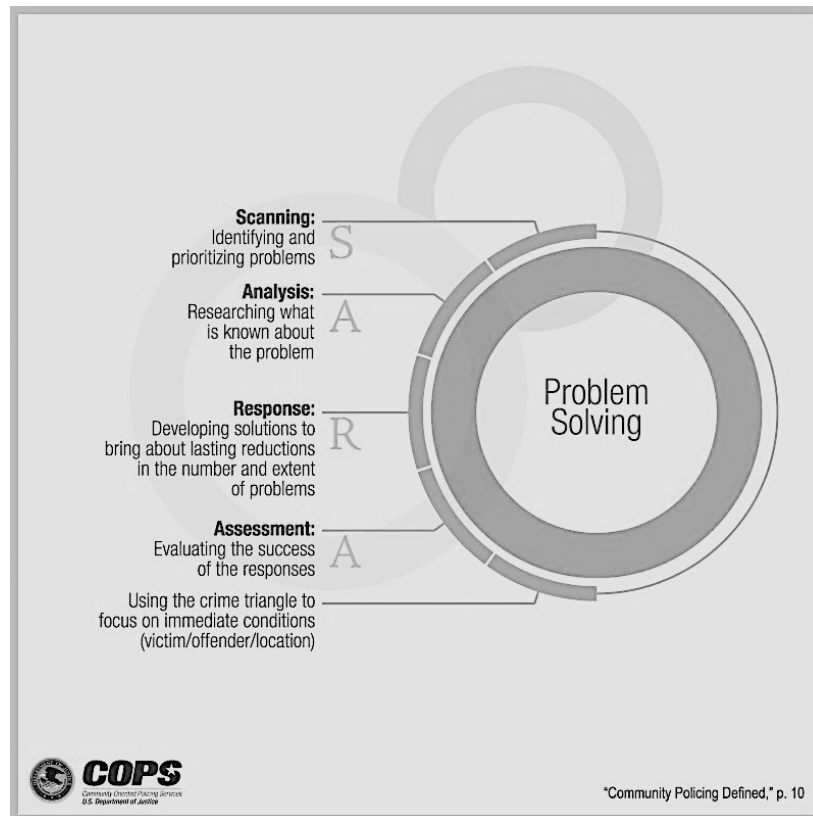
Areas of Analysis:

- 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

Notes

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## **Managing Expectations**

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Executive leaders considering Proactive Alliance and the 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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# Appendix



# Community-oriented policing to reduce crime, disorder and fear and increase satisfaction and legitimacy among citizens: a systematic review

Charlotte Gill · David Weisburd · Cody W. Telep ·  
Zoe Vitter · Trevor Bennett

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## Abstract

**Objectives** Systematically review and synthesize the existing research on community-oriented policing to identify its effects on crime, disorder, fear, citizen satisfaction, and police legitimacy.

**Methods** We searched a broad range of databases, websites, and journals to identify eligible studies that measured pre-post changes in outcomes in treatment and comparison areas following the implementation of policing strategies that involved community collaboration or consultation. We identified 25 reports containing 65 independent tests of community-oriented policing, most of which were conducted in neighborhoods in the United States. Thirty-seven of these comparisons were included in a meta-analysis.

**Results** Our findings suggest that community-oriented policing strategies have positive effects on citizen satisfaction, perceptions of disorder, and police legitimacy, but limited effects on crime and fear of crime.

**Conclusions** Our review provides important evidence for the benefits of community policing for improving perceptions of the police, although our findings overall are ambiguous. The challenges we faced in conducting this review highlight a need for

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## Recommended Reading:

<https://drive.google.com/file/d/10Ai3gusBeQNJLY6e-iSUQlflehPcBkTa/view?usp=sharing>

## **Toronto Star, Former police chief: Police have a problem with the term 'law enforcement'**

**By David Cassels | June 18, 2020**

Police in North America are taught to be law enforcement officers. They are not taught to be peace officers. Police live and work in policy driven bureaucracy, recognized mostly for their “law enforcement” activities. They learn, over time, that prevention activities or peace keeping is like social work and it’s not their job. Most believe crime prevention or community policing is soft on crime and they don’t practice or support it. They want to work in the real world of “street level enforcement.” This is the culture.

Most police officers learn to like the “things” in policing, such as the appearance of the police cars, the uniforms, the latest guns, the fancy technology, the military equipment, etc. The image begins to dominate their thinking. None of this has anything to do with the quality of policing provided to the community. Quality policing comes from the minds and hearts of the people doing the work. It does not come from the “things” in today’s policing.

There are few basic recruit training or in-service training programs in North America that teach police officers what their primary role is in a democracy. Unfortunately, they learn extensive policies and procedures, legislation and regulation, technical skills, physical fitness, command and control skills and paramilitary skills. Very few police agencies teach the history of policing, the purpose of policing and the primary peace keeping duty of the police. The peacekeeping role and the skills to achieve this should dominate police training. It is the foundation of effective policing. Police officers must understand and accept their basic “*peace keeping*” role.

Police are simply not taught to be “peace” officers; whose real purpose is to create peace in the community, to help solve crime and disorder problems, in the interest, well being and coexistence of the entire community. They are taught to be law enforcement officers. The first task of the police is to prevent crime and disorder rather than simply suppressing it. The police achieve their objective as established by the community, in consultation with the community and to the satisfaction of the community. Unfortunately, most police officers today accept their role as law enforcement officers and servants of the criminal justice system. They simply become what they are called, Law Enforcement Officers.

Most do not understand basic policing principles as established by the founder of policing, Sir Robert Peel and most likely have never been taught or accept these important principles. What is actually taught in the majority of police agency curriculum is legal, technical and paramilitary. Police boards and commissions have a duty to determine what is actually taught within their agencies and ensure the curriculum changes. It is likely more important today than any other time in history. Police must understand their peace keeping, helping role.

Until police officers understand, accept and apply it, very little will change. They must understand that policing is actually no more than contact and interaction between one human being and another. If they understand this, they will be true peace officers.

Then and only then will police provide communities with the quality policing the public is entitled to.

***David Cassels*** is the former deputy chief of the Edmonton Police Service and retired chief of the Winnipeg Police Service.