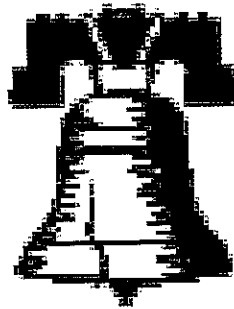# Police-Community Relations Survey and Analysis of Lower Merion Township Police Department

Conducted by

Major Ben's Consulting, LLC

Collegeville, PA   19426
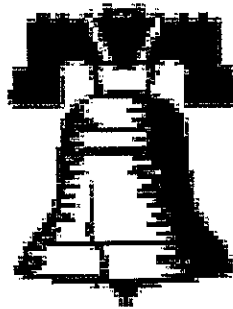
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Contents

Attachment 1 – Focus Group Responses

Police-Community Relations Survey and Analysis of Lower Merion Township Police Department

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Introduction

This project began as the result of two incidents involving members of the minority community who believed that they were deliberately being profiled by Lower Merion Police Department personnel. The first incident occurred in early 2015 when two African American males were stopped and questioned for soliciting snow shoveling work without a permit. No arrests were made. However, the ordinance was later revised to exempt shoveling and similar services.

The second incident occurred in October 2015, when an African American male, whom allegedly matched the description of a bank robber was detained in an investigatory inquiry.

In response to these two incidents which garnered regional attention, there were several meetings between the police, community leaders and the public where some positive corrective initiatives were identified.

Because of the concern and commitment of the community stakeholders to address these incidents that were generating this local and regional attention, it was agreed that immediate action should be taken to both assess and make recommendations for further improvements in police-community relations. An RFP was issued and eventually awarded to Major Ben's Consulting, LLC. to perform the following scope of services:

1. Conduct a minimum of two public meetings to further refine the issues, promote community dialog and gather input.

2. Conduct a minimum of two work sessions with the Board of Commissioners and other participants as required to define objectives and also to gather Commissioners input.

3. Review current police-community relations programs, training, policies, data collection and initiatives in order to make recommendations for enhancements.

4. Review the operation and structure of the Police Community Relations Committee and suggest any modifications.

5. Review police-community relations information conduits and suggest enhancements.

6. Prepare a draft report that includes recommendations as required.

7. Prepare recommendations that may apply to stakeholders including residents, institutions, police, Township officials, and the Police Community Relations Committee.

8. Include in the recommendations suggestions for measurement of results for implementation.

Major Ben Consulting, in order to address the RFP Scope of Services, conducted an assessment of:

1. Best practices.
2. Policies regarding citizen-police contact.
3. Training as needed for enhanced sensitivity for diversity and inclusion.
4. Community policing principles in place, while exploring possible ways to develop more direct connections with neighborhoods and residents.
5. Data collection practices and the need for enhanced collection.
6. Ways to reinvigorate the Community Relations Committee as a trusted bridge between the police department and the community.
7. How to foster a continuing dialogue between the police and community.
8. Prepare a report that will comprehensively address the issues that will emerge from the study by Major Ben's Consulting, LLC.

Synopsis

This review of the Lower Merion Township Police/Community Relations Committee began in response to an RFP issued by the Township Commissioners. Benjamin F. Brooks of Major Ben's Consulting LLC was awarded the contract to:

- Examine best practices.
- Review policies regarding citizen contacts.
- Assess needs awareness for sensitivity training for diversity and inclusion.
- Review community policing practices and data collection practices.
- Identify ways to invigorate the Police/Community Relations Committee.

The project includes the following team of professional consultants:

- Major Benjamin Brooks, Project Manager, retired Major of the Pennsylvania State Police.
- Dr. E. Beverly Young, researcher, trainer, retired Administrative Officer, Municipal Police Officers' Education and Training Commission.
- Dr. Robert Scott, Psychologist and Professor, Pennsylvania State University.
- Dr. Barbara Collins, Speaker, Trainer, Consultant, Professor, Rosemont College.
- Ms. Pamela Pillsbury, Former Assistant Director Pennsylvania Regional Community Policing Institute.

During the review process, Major Ben's Consulting LLC, sought to identify responsibility and avoid assigning blame in order to humanize the process. As a result, the stakeholders focused on the key issues with an objective, progressive mindset, incorporating effective communication strategies and creating a positive environment.

PHASE I— Focus Group Exercise

The first phase of the process engaged participants from various communities in a series of focus groups to obtain their input regarding issues that impact those communities. The Township Manager, Ernie McNeely, utilized online resources and social media to inform various organizations within the Township and solicit volunteers from the multicultural community to participate in the program.

The project consisted of three groups of fifteen (15) participants from the multicultural communities of Lower Merion. Among the forty-five (45) total participants, there was an absence of young people, particularly African Americans; an additional group was created to represent the African American segment of the community. The community members, the Township Commissioners, and members of the Police Department participated in the focus groups.

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Each group responded to the following questions and the responses were recorded as raw data:

1. What are some of the issues impacting Police/Community relations?
2. How do these issues impact you personally?
3. What are some positive aspects of the Police/Community Relations Committee?
4. What suggestions do you have for improving Police/Community Relations?

The responses were captured and recorded on a spread sheet under four categories: **Leadership, Training, Environment, and Policy.** Each of the four categories reflects areas for future training and/or policy adjustments.

The focus group exercises were designed to elicit information that the participants were reluctant to express publicly, providing opportunities to share responses in a non-threatening environment in which they could feel heard. The raw data did not include names to create an emotionally safe environment.

Focus Group Areas

Leadership – This is the most important step to achieving the cooperation, communication, and coordination needed to build a united, trusting relationship between the police and the multicultural community. It starts with the leadership of the Board of Commissioners who are the titular heads of township governance. They are a major stakeholder in conjunction with the Township Manager, members of the Police Department, and members of the multicultural community. Accountability requires acknowledgement of leadership challenges and a clear commitment to meet these challenges. Emotional safety tends to conceal the actions of some officers who may from time to time, run afoul of the regulations, thus often preventing appropriate corrective action. This leads to a perception by some stakeholders that accountability is insufficient, inconsistent, or absent.

Training – One of the most effective ways to bring about change within an organization is through training. Comprehensive training throughout the organization greatly reduces the possibility of liability while increasing the communication, cooperation, and trust between the police and communities. Comprehensive training ensures that police officers are equipped with the interpersonal skills necessary to build positive relationships with multicultural communities.

Cultural competence training equips officers with the tools necessary to successfully identify blind spots such as bias, prejudice, and discrimination that impact decision-making by police officers. By carefully examining dimensions of diversity, cultural competence training improves the ability of officers to make split-second, bias-free decisions.

Interpersonal communication skills prepare officers to communicate effectively with the multicultural community. In any encounter with members of the multicultural community, an officer's words and actions often dictate the success or failure of the encounter. Law enforcement officers employ two strategies on a daily basis, "Rambo" and "Mister Rogers." "Rambo" involves law enforcement and making arrests sometimes with unnecessary force or fear, and it is employed less than one percent of the time. "Mister Rogers" involves community policing and building positive relations with the community, and it is employed ninety nine percent of the time. Both strategies require clear and emphatic communication.

Conflict resolution emphasizes the skills necessary to manage conflicts that arise for any officer in their interactions with the community, as well as among the ranks.

Environment is a critical area of focus to ensure physical and emotional safety, particularly for officers. Physical safety involves equipment that protects officers from outside influences or attacks. Emotional safety focuses on security within the organization, allowing officers to articulate their fears, concerns, or anxieties, free from threats, retribution, or retaliation. The environment is an area of training where BLIND SPOTS such as bias, prejudice, and stereotypes present major challenges for many police executives. Blind spots make the difference between decisions that produce unfavorable outcomes and better decisions, based on objective information, that produce better outcomes.

Policy dictates best practices for effective training of officers, transparent procedures for accountability, and successful communication between the police department and the multicultural communities it serves.

PHASE II – Police/Community Relations Committee (PCRC)

The second phase of our inquiry involved a comprehensive review of the Police/Community Relations Committee. Our audit of the structure and operation of the PCRC began by attending a monthly meeting of the Committee. At the conclusion of the meeting, the Committee responded to a series of ten (10) questions about the operation of the PCRC:

1. When was the Committee formed?
2. What is its mission?
3. What are its goals?
4. What is the Committee's mandate to ensure inclusion?
5. What are the qualifications of a PCRC member?
6. What are the major challenges for the Committee?
7. What are the greatest challenges of the Committee?
8. What authority does the Committee have?
9. How would you like to see the Committee structured going forward?
10. What does success look like for the Committee?

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The responses to the above questions are cataloged in the report (see Attachment #1). Our review indicated that the Committee needs official recognition by the Township governance to give it legitimacy. Additionally, the Committee should be restructured to reflect the fourteen multicultural wards of the Township.

Phase III— Policy Review

The third phase of our review involved policy changes and recommendations. The Lower Merion Police Department is certified by the Commission on Accreditation for Law Enforcement Agencies and its policies are expertly crafted. Our review focused on policies that had the greatest impact on police interactions with the multicultural community, and we sought to tweak existing policies that are proven to be effective and recommend others that would improve the effectiveness of such interactions. The overarching theme of the recommended policy changes is OFFICER SAFETY, which is paramount to successful community engagement.

Phase IV – Training (Next Steps)

Our review of the focus group exercises, the PCRC, and existing policies dictated the training necessary to move forward. Comprehensive training is the first step in preparing officers to best respond to the complex situations they face when interacting with multicultural communities. Accordingly, the distinction between law enforcement and policing is crucial: Law enforcement focuses on arrests, maintaining order, and keeping the peace, which are often viewed as punitive; policing focuses on building positive relationships and fostering cooperation with communities.

Because police officers are legally empowered to take lives, this profound responsibility demands that they be comprehensively trained to exercise such power responsibly. Because the community expects officers to occupy the moral high ground at all times, their behavior must be congruent with the mission, vision, and values of the organization.

Leadership must understand that any officer's aberrant behavior in the performance of their duties reflects on the image and culture of the organization; it also impacts training and leadership. Therefore, adequate law enforcement training and preparation is the greatest insurance policy for the Township, as well as for the officers themselves. Consequently, Lower Merion can become a model township by implementing the best law enforcement training practices for its officers and residents.

Lower Merion is the largest police department in Montgomery County, and the visibility of officers walking the streets, participating in bike patrols, and offering "coffee with cops," as well as many other community-related activities, greatly enhances cooperation and positive communication. While officers are equipped with the finest tools available, such as bulletproof vests, weapons, Tasers, and mace, to protect them from outside threats, their

greatest tool for interacting with the community is verbal mastery and interpersonal skills, which will protect them from themselves. Of all the issues confronting officers on a daily basis, these skills can ignite or defuse any situation. Deployed capably and confidently, these skills will reduce the anxieties of some officers when encountering individuals within the multicultural community.

Leadership can reassure multicultural communities in Lower Merion that they are committed to substantive changes by their action and implementation of the recommendations in this report.

Additionally, it will ensure that the Lower Merion Police Department will be a beacon for emulation by other departments.

PART I - FOCUS GROUPS

Methodology

The first phase of the inquiry began by identifying the stakeholders, the Board of Commissioners, Township Manager, Police Department, and the community. An announcement by the Township Manager was sent out to the multicultural community asking for volunteers to participate in a focus group activity. The goal was to select a group of thirty multicultural citizens willing to participate in identifying some of the issues impacting police-community relations. The response generated a list of 45 interested citizens. They were invited to a pre-session where the group was introduced to the facilitators and briefed on the participation process for the focus group exercise. They were divided into three groups, one for the afternoon session and two for the evening sessions.

When the exercises were completed, there was a glaring absence of participation by young people, particularly African American and Hispanic males and females. A special session of young people was subsequently scheduled to get their perspective to ensure that their responses would be included in the overall process.

The four questions posed to the focus groups were:

1. What are some of the issues that you feel impact Police/Community Relations?
2. How do these issues impact you personally?
3. What are some positive things about Police/Community Relations?
4. What suggestions do you have that would improve Police/Community Relations?

After the community focus group participation was completed, sessions were convened with members of the police department and also the entire Board of Commissioners to get their perspective. The three groups, identified as the major **Stakeholders** in the Township, were all posed the same questions. Again all responses captured as raw data were placed in four categories: **Leadership, Training, Environment,** and **Policy**. The results of their raw data responses to the questions are incorporated on the four attached spreadsheets of the report.

Analysis/Summary

The statements were examined and placed into one of the four listed categories. Each of the categories included critical areas of focus to institute further training or policy changes to move the organization forward. The categories and sub-categories are listed below:

Leadership	Training	Environment	Policy
Accountability	Cultural Competence	Safety	Cultural Competence
Partnership	Interpersonal Communication	Physical	Minority recruitment
Trust	Conflict Resolution	Emotional	Police procedures
Communication			

Conclusion

After the categories were identified, it was a consensus of the focus groups that they must be addressed in a comprehensive manner. With all stakeholders being intimately involved in the process, there will be a greater sense of buy-in by all parties. This process will assure all stakeholders that they will be able to comprehensively address critical issues impacting the Township and its residents before they become problems. On a cost-benefit analysis, there will be a substantial savings to the Township by witnessing a decrease in complaints because of a more transparent process. There will be greater trust between the stakeholders because of more face to face open communication. All stakeholders will have a greater arsenal of tools to foster a more cooperative working relationship. Additionally, there will be a more discrimination free environment where all residents and officers will have a feeling of physical/emotional safety, having been heard and having their needs met.

Recommendations

After our review, analysis, and summary of the raw data, the following recommendations are offered for your review.

1. Universal training that includes an awareness of diversity, inclusion, and the impact of bias in decision making for the major stakeholders.
2. A need to enhance general knowledge of skills required for effective interpersonal communication for the major stakeholders.
3. A need to enhance general knowledge of skills required for effective teambuilding for the major stakeholders.
4. A need to enhance general knowledge of skills required in conflict resolution and problem solving for the major stakeholders.
5. A need to enhance general knowledge of community policing for the major stakeholders.

The Police Department participated in a comprehensive training session on diversity in the fall of 2016. That was significant and important because it goes directly to the recommendations of this report and reflects the proactive efforts of the Police Superintendent. It is important to recognize that the police are the most visible and most impacted stakeholder in this initiative. However, it is also important to note that when the other stakeholders are equipped with the same knowledge, it increases understanding, communication, trust, and cooperation that is necessary to foster a continued positive relationship with the community.

Having the other stakeholders participate in a series of joint sessions with the police will lessen the fear, trepidation, and mistrust that is occasionally present. Selected members of the multicultural community must be an integral part of future educational sessions. Each stakeholder group will have the opportunity to see each other in a more humane way. This transparency will increase the emotional safety necessary for a smoother relationship for everyone.

PART II - POLICE/COMMUNITY RELATIONS COMMITTEE

Introduction

The second phase of the RFP for Lower Merion Township is a review and evaluation of The Police/Community Relations Committee (PCRC).

At their monthly meeting held January 23, 2017, members of our team, Major Ben Brooks, Dr. Barbara Collins and Ms. Pamela Pillsbury attended and observed the conduct of the meeting. After their business session, the committee was invited to participate in an exercise to gather information on how they viewed the committee and their roles. They were asked to respond to ten questions. The questions with responses follow.

PCRC Feedback

1. When was the Committee formed?

1986

2. What is the mission?

To increase better communication between the police and the minority community.

To increase the diversity of the Lower Merion workforce.

3. What are the goals of the Committee?

More diverse recruitment.
Better communication with the police.
Eliminate barriers for making complaints.
Greater sense of emotional safety.
Being recognized as an official advisory board.

4. What is the Committee's mandate to ensure inclusion?

To make sure all organizations in the community are represented on the Committee.

5. What are the qualifications of a PCRC member?

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Personal selection by recommendations from present officers.

6. What are the major challenges for the Committee?

Interest from the community.
Trust.
Fear.
Retaliation.
Positive publicity for the Committee.
Perception that it is an Ardmore Committee.

7. What are the greatest accomplishments as a Committee?

Increased diversity of the Police Department.
Communication between us and the police.
More involvement in the community with the youth.
Better communication.

8. What authority does the Committee have?

None.
Influence.
Make Suggestions.

9. How would you like to see the Committee structured going forward?

Having youth on the committee.
Being recognized by the local government.
Being recognized by the community.

10. What does success look like for the Committee?

Having representation from all areas of the Township.
More comfort of citizens being able to interact with the police.
Improved relationship between the police and people of color.
Greater trust.

Findings

The review of the Police/Community Relations Committee revealed that it was formed because of issues that arose from alleged ill-treatment of some African Americans in Lower Merion Township by the police. There was an election of officers who have been in their respective positions since the inception of the committee. The PCRC has functioned with no clear mandate or power to be an effective body to influence significant changes to Township governance, even though its adopted by-laws indicate it operates under the guidance of the Township Manager. The focus primarily has been to act as a liaison between the community and police where issues of mutual concern would be addressed. Through an open forum, their goal was establishing greater trust, understanding, communication, and cooperation between the police and multicultural parties in the Township.

The PCRC conducts four meetings throughout the year. Additional meetings are called for unexpected pressing issues. The Committee developed by-laws to govern their operation. The Committee focused most of their attention on monitoring allegations of police misconduct against members of the minority community. The Committee operated with no authority to take any action other than as an advisor. Additionally, the Committee monitored and advocated with the Department for recruitment and hiring of minority officers.

Operationally, the Committee is intimately involved in programs of community policing issues; Community Watch, Montgomery County Camp Cadet program, and other issues between the community and police. There was special emphasis on monitoring crime issues affecting the minority community. The PCRC is also assisting with the ongoing publishing of the Police Duty Manual.

The Committee functions as a conduit to facilitate the lodging of complaints when the members of the community are reticent to come forward for whatever reason. When the Committee holds meetings, members of the community are allowed to attend the meeting until the committee calls an executive session to review and discuss special issues.

Conclusion

From the information gleaned from the consulting team's review, it is clear the PCRC is struggling to gain recognition as a stakeholder and to be perceived as an effective voice in the Township governance process. Currently, PCRC members are self-selected and non-representative of the entire Township population. Restructuring with official recognition as an integral part of Township governance will greatly enhance the Committee's ability to function more effectively as a partner and stakeholder. The program will achieve relevance when the Committee becomes all-inclusive with each area of the Township represented. Continued involvement in the great programs of the Township is essential to strengthening the relationship between police and the community.

The Committee is in the process of revising its by-laws. Our review suggests in the interest of efficiency, delaying revision of current by-laws until Committee membership reflects the representation of the fourteen areas (wards) in the Township. Delaying new by-laws until restructure of the Committee is accomplished will enhance transparency and credibility for all stakeholders.

The PCRC is credited for its coordination and participation in many community events where positive interaction occurs between the police and the multicultural community. This was publicly noted when the Committee was responsible for assisting in coordinating a major presentation, "The Law and Your Community" sponsored by The National Organization of Black Law Enforcement Executives. This program focused on strategies for how young people should respond when interacting with police officers. The success of the program was reinforced by a series of scenarios which featured young people from the multicultural audience working with a police officer. There were many poignant questions and comments from the participants who expressed great appreciation for the workshop.

The "Law and Your Community" program was supported by representatives of the Township Commissioners, Minor Judiciary, and many members of the multicultural community. Approximately 68 participants attended the program which was also videotaped. This program is an example of the power of police and community coming together in a cooperative venue that increases the level of trust of working together in unity.

Recommendations

Restructuring of the Police-Community Relations Committee should be the first order of business by selecting individuals from a multicultural base representing the fourteen areas (wards) of the Township.

Once the new Committee is in operation there should be a strategic planning session to establish a new direction, create a new mission, vision, values statement, and goals consistent with the present climate in Lower Merion Township.

An effective way to strengthen police community relations is involvement from every segment of the community. That includes clergy, school administrators, police officers, Commissioners, and all social agencies and clubs within the Township. By working together there will be less anxiety, greater communication, cooperation, and trust.

Whenever there is a PCRC meeting and issues involving sensitive personnel matters that require discussion, the Committee should call an executive session and conduct the session in a separate room. When the regular meetings are held, all in attendance should be seated in a manner of transparency to eliminate any perception of 'us' versus 'them'.

1. Once the mission, vision, and values statement is established, there should be a revision of the by-laws to reflect current issues impacting the multicultural community.

2. As an important stakeholder, the group must be recognized as an official entity to aid in addressing sensitive issues impacting the multicultural community in an advisory capacity.

3. There should be an auditor who will be a member of the Committee assigned to monitor the success of the program.

4. For the greatest effect to the program, all new members should be oriented in the knowledge of diversity, inclusion and the impact of bias, conflict resolution and interpersonal communication skills. These skills will be critical in being able to facilitate minor complaint resolutions by allowing individuals to be heard.

5. All Committee meetings should include attendance of at least one rank and file and one minority officer.

6. When there is a meeting between the police and community in response to an incident, it must be a working session to focus on the specific issue to have resolution, closure, and action steps moving forward. This can be accomplished by

educating the Committee on a resolution process known as The SARA (Scan-Analysis-Response-Assessment) Model which will be fully detailed in the final report of next steps.

    a. Whenever serious social issues arise that impact the community, there should be a facilitator utilized who will be able to educate the public to preclude misinformation that may lead to unrest.

7. The Committee should continue its involvement in the many excellent programs already in operation.

    a. The Cadet Program should be at no cost to the Township, financed through sponsorships.

    b. The Citizen Police Academy should have greater exposure in educating the community about the functions of the police.

8. Interaction with youth (Continue current effective programs as per the list below, expand where possible)

    a. Explore the feasibility of establishing a Police Athletic League for the Township in conjunction with the Community Center.

    b. The PCRC should encourage police officer volunteers as mentors.

    c. The PCRC should sponsor athletic events, like basketball, softball, etc. where the police can team up with young people from the various communities.

    d. All stakeholders should have a close working relationship with the Community Center(s) in the Township, giving everyone an opportunity to interact with the young people in a more intimate setting. It will offer an empathetic, non-threatening environment which ensures greater communication, cooperation, and trust. It must be an ongoing commitment.

9. Community engagement

    a. The PCRC should promote when officers are patrolling on foot, bike, or in cars, they have greater communication with citizens.

    b. The PCRC should have community meetings in all fourteen wards on a rotational basis.

    c. The PCRC should participate in more speaking engagements in the community.

    d. The Community Watch program can be strengthened by publicizing its successes which will result in more volunteers. A sense of urgency should be sounded to the entire community to highlight their vested interest in the program.

    e. The Community Dog Watch program should be expanded by inviting all dog owners to be briefed on the concept and benefits.

    f. Major stakeholders can gain great credibility and trust by being more visible and actively participating in all community functions.

    g. The PCRC should assist, wherever possible, in the recruitment and selection process.

10. Complaint process

    a. The PCRC and Police Department should provide proactive responses to all citizen complaints with follow-up for greater accountability and transparency.

11. All brochures, flyers, and other periodicals involving the committee should reflect a multicultural presence.

An officially recognized Township Police/Community Relations Committee will be an asset as an empowered stakeholder in Lower Merion Township. As the eyes and ears of the multicultural community, PCRC will be able to adjudicate many small issues before they become problems. An effective PCRC committee will greatly enhance the trust, communication, transparency and cooperation between the police and the multicultural communities within the Township. The PCRCs contribution will have a dramatic impact on the quality of life and safety for all residents of the Township.

PART III   - POLICY REVIEW

Introduction

The third phase of the RFP inquiry was a review of Lower Merion Police Department policies. The main focus was on policies that have a direct impact or connection with issues impacting interaction with the multicultural community. The preliminary review revealed carefully crafted policies certified by the Commission on Accreditation for Law Enforcement Agencies. They addressed operational needs in a comprehensive way. Consequently, only a few changes to bring about more clarity for interaction with the multicultural community are recommended.

The following tables combine the review of established departmental policies and recommended changes in Part I. We received feedback during focus groups and other discussions, there were additional policy recommendations reflected in Part II which we offer for consideration by the Lower Merion Township Police Department. For each policy (established and proposed), we have included an impact statement, proposed outcome if implemented, and how the community can measure success of the policy.

Our evaluation and recommendations reference "performance or behavior" criteria. Performance or behavior are principles used to assess effectiveness and fairness of a person's actions. Inserting performance or behavior as criteria, limits the potential of performing tasks such as vehicle stops or pedestrian stops based on characteristics (such as race, sex, national origin, etc.) which might lead to conclusions of bias-based policing.

PART I

Established Policy Changes/Recommendations

POLICY #3.12.1	Investigatory Detention/Stop & Notification [Policy 3.12.1, Investigatory Detention/Stop & 10-99 Notification]

CURRENT POLICY LANGUAGE	Objective Standard – An officer must be able to articulate facts giving rise to a reasonable suspicion that a person was engaged in criminal activity. An officer's reasonableness will be judged using the standard of a reasonable officer in the same circumstances with the same knowledge.
	
	A. JUSTICATION AND DURATION
	
	    1. An officer must have reasonable suspicion that the person stopped is, or have been involved in criminal activity.
	
	C. FRISK (PLEAC 1.2.3 b)
	
	2. The authority to frisk is not automatic; it is completely separate from the authority to detain. A frisk is an Emergency Exception to the search warrant requirement and the following prerequisite must apply.
	a. Reasonable suspicion based on articulable facts and circumstances that the subject is armed. Some of the factors leading to reasonable suspicion may include;
	
	    1. Specific information
	    2. Nature of the activity observed
	    3. Prior knowledge of the subject or reputation
	    4. Experience and reasonable inferences

PROPOSED POLICY LANGUAGE	Objective Standard – An officer must be able to articulate facts giving rise to a reasonable suspicion that a person was engaged in criminal activity. An officer's reasonableness will be judged using the standard of a reasonable officer in the same circumstances with the same knowledge. A. JUSTICATION AND DURATION 1. An officer must have **articulable**, reasonable suspicion that the person stopped is, or has been involved in criminal activity. C. FRISK (PLEAC 1.2.3 b) 2. The authority to frisk is not automatic; it is completely separate from the authority to detain. A frisk is an Emergency Exception to the search warrant requirement and the following prerequisite must apply. a. Reasonable suspicion based on articulable facts and circumstances that the subject is armed. Some of the factors leading to reasonable suspicion **shall**

	include;
	1. Specific information 2. Nature of the activity observed 3. Prior knowledge of the subject or reputation 4. Experience and reasonable inferences ; i.e. **based on performance or behavior.**"
IMPACT	Police officers have a clearer and renewed understanding of their responsibility. Leadership and supervision take a more visible role in training and reviewing performance of officers under their command.
OUTCOME	Enhanced understanding of expectations and processes. Behaviors identified receive improved understanding. Accountability and responsibility are assigned at each hierarchical level of the police organization.
MEASURES OF SUCCESS	Improved performance, better quality investigatory stops, and officers become better able to articulate their actions when challenged or questioned in court.

POLICY #3.2.1	Unbiased Policing [Policy 3.2.1, <u>Unbiased Policing</u>]
CURRENT POLICY LANGUAGE	PROCEDURES A. Individual Responsibility 1. During citizen encounters, misunderstandings may occur from the officer's failure to explain why the contact was initiated. During most contacts, the officer should inform the detainee of the reason for the contact. 5. Nothing in this procedure shall limit an officer's ability to interview witnesses or discourage routine conversations with citizens that are not suspected of an offense. B. Supervisory Responsibility 2. Supervisors shall monitor the activities under their command to ensure that biased-based policing is not practiced. D. Training 2. All sworn personnel will receive training on biased-based policing, policy and related topics at least once every three (3) years.

PROPOSED POLICY LANGUAGE	PROCEDURES
	A. Individual Responsibility
	2. During citizen encounters, misunderstandings may occur from the officer's failure to explain why the contact was initiated. During most contacts, the officer **shall** inform the detainee of the reason for the contact.
	5. Nothing in this procedure shall limit an officer's ability to interview witnesses or discourage routine conversations with citizens that are not suspected of an offense.
	B. Supervisory Responsibility
	Continuous quality review by supervisors (every three months) is needed ensure compliance with policy provisions.
	D. Training
	Training on non-bias based policing, to include classroom and online options, requires a review on an annual basis.
IMPACT	Improvement in Community relations as indicated by an increase in positive police/community interaction and trust in policing processes.
OUTCOME	Reduction in complaints, increased transparency, and procedural justice
MEASURES OF SUCCESS	Enhanced communication, enhanced citizen cooperation and participation in crime prevention/reduction efforts to sustain quality of life.

POLICY #3.7.4	Traffic Enforcement [Policy 3.7.4]
CURRENT POLICY LANGUAGE	Traffic Stop Procedures C. When initiating a traffic/unknown risk stop, it is recommended that officers advise County Dispatch of the location of the stop, vehicle registration, vehicle description, number of occupants and any other pertinent information.
PROPOSED POLICY LANGUAGE	**When an officer is contemplating stopping a vehicle, the following procedures shall be employed.** 1. **The County Dispatch shall be advised of the location and reason for the stop (i.e. articulable facts based on performance or behavior).** 2. **The County Dispatch shall be provided a description of the vehicle including vehicle registration, number of occupants, and any other pertinent information.** 3. **County Dispatch shall be provided the direction of travel.**

IMPACT	- Officer Safety – Real time documentation of an officer's actions, more transparency - Consistency in data collection in that the stop is being recorded and maintained in the department's database.
OUTCOME	- More transparent and objective data collection minimizing inferences of profiling - Ensures that the documentation and/or data collected clearly reflects the claims recorded which complies with professional standards; consequently, demonstrating a reduction in false claims, more objective data collection
MEASURES OF SUCCESS	- Officers will be able to give credible responses to charges of singling out minorities for their stops. - Documentation confirming adherence to or deviation from the policy.

POLICY #3.8.9	Handling of Juveniles
CURRENT POLICY LANGUAGE	(J) Any Officer questioning any juvenile offender taken into custody will advise the juveniles and his/her parent(s) or legal guardian(s) of the juvenile's constitutional rights. Officers shall refer to Policy 3.8.5 for the proper procedure for issuing Miranda warnings.
PROPOSED POLICY LANGUAGE	Contact with juveniles – Any Officer questioning any juvenile taken into custody **must** advise the juveniles and his/her parents or **interested adult**, with preference given to the parents, of the juvenile's constitutional rights.
IMPACT	Lessens the anxiety, ensures compliance with policy
OUTCOME	More successful prosecutions, less legal wrangling, better informed parent, more transparency for parent or interested adult.
MEASURES OF SUCCESS	More professionalism; better informed multi-cultural community

	Data Collection
Current Practices	The race and sex of individuals is collected upon completion of the interaction with the officer interaction via citation or other data collection instruments This process of data collection adheres to provisions of established policy.
Proposed Changes	Ensure that all interactions with the public are recorded for the following reasons: 1. It guarantees that the race or sex of the individual, particularly in vehicle stops will not be a factor for allegations of racial profiling

	because it will not be known prior to the interaction.
Impact	Even though there is adherence to policy, there are two perspectives that should be considered. The first perspective involves interactions initiated by a complaint or inquiry from citizens. This process is sterile because interaction is based on facts presented to the officer. The second perspective involves interaction initiated by the police, i.e., car stops often based on assumptions or perceptions. ■ Police officers do so much excellent work that no one knows about except them. Often, it is only shared internally. This process provides a ready reference to information that can be publicized extolling the virtue of their positive accomplishments. ■ Adherence to the proposed vehicle stop protocol will have a very positive impact when addressing allegations of disproportionate treatment or profiling of people of color.
Outcome	■ Transparency precludes any uncertainty about the encounter. ■ It ensures that the interaction was based solely on performance or behavior, giving greater credibility to the officer's action. ■ It gives management the opportunity to examine areas that may need to be addressed to ensure adherence with policies.
Measure of Success	Changes recommended here will be the measure of success, confirming adherence to provisions of established policy language articulated in Policies 3.7.4 and 3.21.2.

PART II

New Policy Recommendations

POLICY #1	Conduct annual training updates on diversity and unconscious bias.
IMPACT	Reinforcement of the philosophy and practice.
OUTCOME	Better decision making when interacting with the multicultural community.
MEASURES OF SUCCESS	Reduction in complaints of alleged racial profiling and more positive community communication with the public at large.

POLICY #2	Conduct annual training updates on de-escalation and use of force.
IMPACT	Reinforcement of the procedures.
OUTCOME	Better accountability, as well as reinforcing the principles.
MEASURES OF SUCCESS	Decrease in founded complaints of improper action by officers. Greater trust

POLICY #3	Community Policing initiative – All officers should receive updates in community policing principles annually. Community policing practices should be embraced by all officers regardless of assignment.
IMPACT	Communication based on trust and respect between police and community will significantly improve interactions and noticeable reduction in conflicts.
OUTCOME	The more humane approach increases safety for the officer and greater trust.
MEASURES OF SUCCESS	More effective communication and cooperation between police and the multicultural community.

POLICY #4	On street interrogations – Ensure individuals are afforded the best possible respect, dignity, and safety while carrying out police procedures.
IMPACT	Increase in respect and humanization.
OUTCOME	Increase in cooperation between police and community.
MEASURES OF SUCCESS	Increased understanding of biases and its impact on the emotional safety of individuals and a commitment to continued strategies for improvement.

POLICY #5	Annual update training in non-bias based policing.
IMPACT	Officers will complete mandatory diversity training and will be able to demonstrate a level of cultural competency to self-evaluate his or her performance in cross-cultural interactions.
OUTCOME	Reduction in complaints; minimizes the potential for confrontation; assurance of procedural justice; and legitimacy of policing.
MEASURES OF SUCCESS	Success can be measured statistically by comparing the number of incidents or complaints with previous calendar or fiscal periods.

POLICY #6	Have police officers show up in casual police clothes and play football, softball, basketball, and organize other sports activities with children or read to young children.
IMPACT	Improvement in relationship between police and the community.
OUTCOME	Residents get to meet their officers. Residents will be more willing to cooperate with police in the performance of their duties.
MEASURES OF SUCCESS	More positive partnership with the community.

POLICY #7	Continue vehicle, bike, and foot patrols as a deterrent to crime and to build relationships with residents.
IMPACT	Better visibility as a crime prevention/reduction strategy as well as enhanced community engagement.
OUTCOME	Officers learn the district, types of activities, residents, and business owners in the community.
MEASURES OF SUCCESS	Reduction in crime, better omnipresence, increases trust and cooperation with multi-cultural community.

POLICY #8	The complaint process does not include language addressing disciplinary action and progressive disciplinary procedures that include training at every step in the process.
IMPACT	All personnel within the ranks of the command structure will be able to demonstrate their knowledge of responsibilities and accountability. Discipline methods with an impact on learning, and less punitive approach through training, and with the acquisition of knowledge will be increased self-esteem, and self-worth.
OUTCOME	More dedication in service; improved performance; clearer direction for assigned tasks; personnel seek out opportunities for training.
MEASURES OF SUCCESS	Understanding procedures improves productivity, competence, and proficiency.

PART IV - TRAINING

The training initiative is the final phase of the inquiry which recommends procedures for implementation by Lower Merion Township. A comprehensive approach to addressing pressing issues within the Township's multicultural communities will ensure greater communication, cooperation, transparency, and trust. Having a well-informed electorate, a highly trained police force that is culturally competent, and an engaged multicultural community is a process that can be emulated. What follows are recommended courses, training objectives, and implementation rationales.

"Cultural Competence"

This course will address the following objectives:

- Understanding the definition of diversity and inclusion.
- Understanding the impact of bias in decision making.
- Reviewing the effects of one's world view and its impact on attitudes and behavior.
- Realizing how past experiences shape one's thoughts, attitudes, and behavior today.
- Understanding the organizational benefits of a diversity initiative (business case).
- Understanding the impact of generational differences in the workplace.
- Identifying blind spots such as bias, prejudice, stereotypes, discrimination, and profiling.
- Understanding personal experiences with discrimination and bias, as well as the biological and psychological impact of attitudes and behavior in high stakes situations (i.e..." The story process")
- Understanding how one's initial thoughts and responses determine one's decisions in multicultural situations.
- Understanding the impact of cross-cultural experiences on perceptions and decisions.

Rationale: Composite groups of major stakeholders, police, Commissioners, and a representative group of community residents should be formed. These groups could work together to identify circumstances and interactions that cause much of the tension that exists between police officers and the multicultural community. According to a key psychological principle, propinquity increases attraction, which means the more we associate with others interpersonally the more we are able to form and strengthen bonds with them. When participants are able to discuss issues that bridge their shared humanity, they are able to counteract "homogeneous clustering" (i.e., birds of a feather flock together).

Unfortunately, propinquity sometimes bonds different people who support inhumane deeds or causes. Therefore, all stakeholders must voice their concerns, make recommendations, and collaborate in building a strong viable community together.

The "Cultural Competency" course should be the first in a series of complimentary courses presented to establish a shared foundation before stakeholders participate in any other training courses.

"Interpersonal Communication"

This course will address the following objectives:

- Understanding the impact of attitude as either a barrier or catalyst in interpersonal communication.
- Reviewing interpersonal, intra and inter cultural communication strategies.
- Reviewing factors that shape perception, attitudes and behavior.
- Reviewing strategies for increasing self-esteem of all stakeholders.
- Reviewing the "Achievement Motivation" components.
- Reviewing interpersonal and organizational barriers to communication as well as strategies for overcoming such barriers.
- Providing opportunities to apply strategies of one-way, two-way, and synchronous communication.
- Identifying areas of improvement in light of personal communications types.
- Reviewing state-of-the- art communication types.

Rationale: The critical nature of interpersonal communication makes this an ongoing initiative for the police officers. Most interactions with the multicultural community improve with a mastery of verbal and other interpersonal skills, as well as the elimination of culturally offensive language or gestures. The ongoing improvement of interpersonal communication through cultural competency will contribute to greater safety for officers and more effective engagement with the multicultural community.

Conflict Resolution- Problem Solving SARA (The Scanning Analysis Response Assessment Model)

This course will address the following objectives:

- Identifying the problems involving neighborhood, crime, and disorder.
- Reviewing the conditions responsible for such problems.
- Reviewing proactive strategies for preventing such problems.
- Reviewing the short term and long term consequences of such problems to determine the impact of unresolved conflicts.
- Developing and implementing solutions.

Rationale: By learning the SARA model participants will increase their ability to understand the impact of utilizing a simple process to resolve complex conflicts with the multicultural community. With this course, the SARA model should be implemented as part of an ongoing problem-solving process.

Dealing with Difficult People

This course will address the following objectives:

- Identifying the characteristics and tendencies of difficult people.
- Identifying the pitfalls of dealing with difficult people.
- Identifying positive steps for dealing with difficult people.
- Identifying effective strategies for addressing difficult people.
- Practicing these skills through simulation exercises.

Rationale: Mastering skills for dealing with difficult members of the multicultural community improves communication, cooperation, emotional safety and trust. Yearly updates will reinforce these skills.

"Leadership"

This course will address the following objectives:

- Understanding the importance of accountability
- Introducing the "360 Feedback Tool."
- Administering the self-esteem assessment.
- Making cultural competence an integral part of the performance appraisal.
- Identifying factors that build trust

Rationale: To understand the importance of accountability. When Officers are presented with clear performance expectations, are aware of their performance metrics, are familiar with the procedures for monitoring their performance, and are fully informed about the consequences for inadequate performance, they will be equipped to affirm the department's highest standards of professionalism. Modeling these standards themselves, leaders who hold their officers accountable to such standards, even when facing issues of emotional safety within the ranks, will build, strengthen, and preserve the trust of the multicultural community.

The leadership course will provide a foundation for a subsequent internal climate survey, which will allow the department to assess the coherence of its performance standards, the clarity of it performance metrics, the transparency of its accountability procedures, and the degree of trust among officers.

Courtesy Guidelines
Adapted from National Organization of Black Law Enforcement Executives (NOBLE)

These guidelines should serve as an ongoing reminder of professionalism among officers who interact with the multicultural community.

- INTRODUCTIONS: First impressions set the tone for any encounter.

- TONE OF VOICE: Should not express anger, contempt, sarcasm, or other tones that are likely to provoke opposition.

- VOICE VOLUME: Avoid raising your voice because another party has raised theirs.

- FORMS OF ADDRESS: Nicknames and other slights are never appropriate.

- BODY LANGUAGE: Always preserve safety during encounters; care must always be taken to avoid mannerisms that needlessly provoke negative reactions.

- CROWDING: Avoid intruding into personal space.

- PERSONAL OPINIONS: Guard against the communication of inappropriate personal opinions, whether explicitly through direct comments or implicitly through facial expression, tone of voice, body language or other conduct.

- PROFANITY: Resorting to profanity is never appropriate.

- DEMEANING REMARKS: Any remark or form of address that ridicules a citizen, expresses contempt, or is calculated to provoke anger is never appropriate.

- PROVOCATION BY CITIZEN: Few vocations require more self- control than the work of a police officer... When anger and frustration are directed against you, you must maintain your composure and exercise patience. (Understand the philosophy of projection).

  A. Explain what you do.
  B. Listen.

Leadership	Training	Environment	Policy
Lip service vs. action	Respect for both sides	Lack of appreciation of the other side	Press coverage
Lack of transparency in police training through activity and knowledge	Lack of transparency in police training, follow, follow through, activity knowledge	Respect for both sides	Lack of follow-up by some in the community
Lack of follow-up on concerns by some in the community	Lack of knowledge old f the history of black and brown people	Lack of transparency in police training, follow through, activity, knowledge	Cultural awareness and sensitivity
Feeling of intimidation	Cultural awareness and sensitivity	Feeling of intimidation	Impact of code of silence
Cultural awareness and sensitivity	Lack of communication for stops or interaction with the police	Lack of friendliness from some officers	Lack of communication for stops or interacting with the p the police
Impact of the code of silence	Bias and assumptions based on past history, how do we move past	Bias and s assumptions based on past history, how do we move past	Officers don't want to share information
Lack of communication for stops or interaction with police	Stereotyping on the part of the police and community	Lack of humanity on both sides	Lack of awareness of police manuals
Officers don't want to share information	How to increase positive interaction between police and community	Us vs. Them culture in the township	Lack of user-friendly website
Bias and assumptions based on past history, how do we move past	Isolation of different groups	Police vs. the community, black vs. white, rich vs. poor	How to increase positive interaction between the police and community
Stereotyping on the part of the police and community	Perception of racial profiling	A trust issue between the police and community	Not understanding police procedures
Lack of accountability of the police	Rude behavior by police	especially the African American community	People of color being stopped by the police, multiple police cars
Lack of accountability of the community	The perception that profiling is not just an Ardmore issue	Multicultural mix of the community and potential problems	responding when this occurs, as well as more tickets given out
People of color being stopped more by police, multiple cars respond	New officers are given a perception of various areas - negative	such as physical confrontations of long term residents and	Lack of diversity of the force
Lack of diversity of the police force	Sense of entitlement among some residents	new residents and students	Us vs. Them culture in the township
Young people's perception of police, being degraded		Young people's perception of the police - being degraded	911 calls in some areas of Ardmore take longer and response time is
Perception of chronic problems		Public relations issues - impact of outside events	longer
Public relations issues - impact of outside events		Guns	Perception that there are ticket quotas
Appearance that police are applied differently		Appearance that policies are applied differently	Increased use of social media
Police/Community Relations committee not officially part of the		How to react when stopped by the police	Not understanding the reasons for certain police actions
township governance. No authority, Adversarial		Media has a lot of impact	Perception of chronic problems
Media has a lot of impact		Radial attitudes	Guns
Not much contact with the police		Not much contact with the police	Appearance that policies are applied differently
Segregated communities reinforces stereotypes		The "Other" disconnect feeds stereotypes	Police/Community Relations Committee not officially part of
The need for direct discussions		The need for direct discussions	township governance. No authority. Adversarial
Being followed when we are on the street		Being followed when we are on the street	Not much contact with the police
Lack of a relationship with the police		Lack of a relationship with the police	Segregated communities reinforces stereotypes
Use intimidation - excessive force presence for minor incidents		Shining a light in my face for no reason	Implicit bias impacts policing
Having to sit on curb while being questioned after I was seen		Police being hostile when responding to an alleged fight	Shining light in my face for no reason
behind a tree to avoid the road		only to find out they knew the people involved	Riding through our neighborhood with the windows up and not
Arrogant attitude when authorities were approached about an		We felt guilty before they knew what happened	responding to us
officer's behavior. The response was, "He was having a bad day		• Lack of trust	The police being hostile when responding to an alleged fight only; only to
Superintendent and other officials are not connected to the		Having to sit on curb while being questioned after I was seen	find out they knew the people involved
community		behind a tree to avoid being on the road	Use of intimidation - excessive police presence to minor incidents
Having people who look like me on the force		Humiliating watching someone sit on the curb while	Not telling people why they are stopped
Perception of racial profiling		being questioned	Having people who look like me on the force
Rude behavior by police		Having people who look like me on the force	
The perception of profiling is not just an Ardmore issue		I needed assistance because I had been drinking, I asked	
New officers are given a perception of various areas		the officer for assistance getting home, but he refused,	
Personal experience sometimes good at traffic stops		yet he followed me as I final made it home	
Sense of entitlement among some residents		Isolation of different groups	

Leadership	Training	Environment	Policy
Sometimes I feel disrespected by the police	Sometimes I feel intimidated and disrespected by the police	Feel I have to defend the actions of the police and community	Sometimes I feel like it is an imposition when calling abo about an incident
Different policies depending on color	Feeling of being racially profiled	Those issues impact the fabric of the community	Not a sense of urgency when calling for an issue based on a non-emergency
Media experiences create distrust and fear	Over-reaction when dealing with members of the community	The actions impact the quality of life in the community	Different police depending on color
Angered when black police officers aren't treated respectfully	The need to constantly my sons how to interact with police	Over-reaction when dealing with members of the minority community	
Bothered by the lack of "white privilege" issues	Discouraged from reporting to the police because of their attitude	Feeling of being racially profiled	
Fear of open discussions of sensitive issues	Feel I have to police the police	Public humiliation - fear-lack of explanation of a particular action	
Don't think anything will come out of this program	Feel I have to protect the children from the police	Feel I have to police the police	
Trust of police	I feel judged by my external factors, i.e., wearing a scarf color	Feel like I have to protect the children frol from the police	
Balancing interests	Occupying force vs. community force.	Positive relations	
Level of confidence	Different behavior depending on who is watching	Occupying force vs. community force	
At times police are rude	Implicit bias - age -color	Different behavior depending on who is watching	
Frustration about being politically correct while supporting the neighborhood	Sense of safety	Implicit bias - age color	
Frustrated by political correctness	Media experiences create distrust and fear in police	Denial of drug use	
Stressful - stepping on toes	Lack of awareness of "white privilege" issues	Sense of safety	
Did not affect me personally, but I am aware of various situations	Fear for my son and his friends who are ethnically diverse	Media experiences create distrust and fear in the police	
Rude treatment based on how I was dressed and the vehicle I was driving	General bad feeling about being judged by young people	Saddened by perceived bad (different) treatment by law enforcement of some ethnic groups	
I take heat because I will not always be an advocate	Trust of police	Deeply concerned about diverse ethnic group relations of a neighborhood in Bryn Mawr of potential conflicts	
People want you to judge quickly - perceptions	Impartiality	Concerned about relations in Ardmore between the police and the community	
	Dealing with defensiveness when trying to resolve issues	The impact of the church due to their role in the community in wanting to help relations between socio-economic groups and the awareness of "white privilege"	
	Trying to find the best ways to handle complaints	Angered when black police officers are not treated respectfully	
	Unclear how to pursue resolutions of complaints	Feel responsible to promote good police relations with the community	
	Stressful - stepping on toes	Impact of being outspoken when worried about my children	
	Rude treatment based on how I was dressed and the vehicle I was driving	Fearful of I how the police will treat my sons when they leave home because of their race	
	People want you to judge quickly - perceptions	General bad feeling about police even if they haven't experienced anything bad	
		Trust of the police	
		Connects to interaction with the police i.e., policing vs. enforcement	
		Empathy - trying to reserve judgment	
		Only hear from the community when something is wrong	
		We choose to associate with people who are open-minded	
		Family looks to me to see how to handle certain issues	

#2 - How do these issues impact you personally?

#3 - What are some positive things about police and community relations?

Leadership	Training	Environment	Policy
Dialogue - Focus groups	Increased interaction between the police and community	Feel protected - safe	University outreach to incoming students
Fastest response time	Great response on crowd control	Non-incident one on one relations are better	Great program at the elementary school to get kid to trust the police
Superintendent is listening to to the community more	Police effort to learn who our youths are	Perception in our community - more fairness	as a lasting effect
Great response on crowd control	Some officers can reach out to make the community feel	Great engagement with Villanova students and community	Procedures online
Board of Commissioners are listening and taking initiative	cared for	Police actively volunteer and participate in the community	
Great at catching people who fail to stop or speed by school buses	Citizens academy	Great help with elderly and sick in crisis	
that are stopped	Communication with youths	Great participation in church dinners to mingle with the	
They did a great jo job handling crowds at the Villanova basketball	Learning about people in the community	community	
celebration	Social media as an asset	Coffee with cops is a great program	
Very responsive to individuals with various issues via calls and e-mail	Willing to participate at special events	The open house featuring cops and firemen	
Shout out to Mike McGrath and his foot patrols	Forward thinking in engagement	Community watch	
Lower Merion police willing to go beyond their jurisdiction to help	Proactive	Police reads to kids	
residents	Regional police/community relations	Getting to know each other	
Better accountability	Training	Responsive	
Satisfaction when we are acknowledged as having helped someone	Image of j professionalism	Police participating in community-church picnic	
Well intentioned efforts		Majority of the community supports us	
Proactive		High opinion of police	
Equipment		Most interaction is positive	
Procedures online			

#4 - What suggestions do you have that would improve police-community relations?

Leadership	Training	Environment	Policy
More transparency and forthcoming with information	Better interpersonal relationship skills	Better interaction between police & community	Increase consequences for bad police actions & community member actions
Communication initiatives	Cultural proficiency training	Have conversations btwn H.S. & college students	More diverse hiring
More community policing	Attitude of de-escalating (retraining to teach cops how to de-escalate).	More opportunities for natural, comfortable interactions through events	Broader change – Community policing- walking beats
Chip away at "Blue wall" Want to see high ranking African American officers in Lower Merion	Verbal Judo Sensitivity training	Willingness to admit fault	Assigning certain officers to certain areas
	Cultural competency training for police, Board of Commissioners, mental health professionals and the multicultural ethnic community members	Community needs to look at the police as partners	Police-Community Relations board should have teeth. Ask Penndot to include instructions on what to do when stopped by the police as part of getting a drivers license.
Monitor social media comments by officers	Recognize implicit bias and deal with it.	Get to know the community	Establish and ombudsman position for the township More African American officers.
Bike patrols	More cultural awareness training for everyone		Keep school visit programs going because of the lasting impact
Foot patrols	More police training for the community		Let the community know about the ethnicity, age, gender of the department and whether they are local residents themselves.
Getting to know each other through conversation and dialogue between police and community members	We need to convene a large group including community members and police over a two-day period to build relationships and build a shared history.		More diversity of the police force. Civilian review board for police complaints Residency requirement for senior officers Fundraisers by the police for the community center