Response to the President's 21st-Century Task Force on Policing Report

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Garner, NC
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A Nationally Accredited Law Enforcement Agency

Executive Summary from the Chief of Police

The Garner Police Department prides itself on its values of Commitment, Integrity, and Professionalism and we have long prescribed to the International Association of Chiefs of Police's Oath of Honor. We have a proud history of ensuring public safety and enhancing quality of life in Garner, North Carolina, a 15-square-mile community of 28,000 residents located in Wake County on the southeast side of our state capital, Raleigh.

Many of our seventy-three employees (sixty-three sworn and ten civilian) are active in our community, serving with civic organizations, on educational foundation boards, and in school-based reading programs. We are now in year six of the Garner Police Athletics / Activities League (PAAL), we are involved with six neighborhood watch associations and other community groups and neighborhood owners associations, we communicate with the community via social media and NextDoor, and we have an active CAPT (Citizens and Police Together) volunteer organization composed of graduates of our Citizens' Police Academy.

The Garner community is fortunate to have a relatively low rate of violent crime incidents (approximately 50 per year), but does deal with approximately 1,200 property crimes each year. We handle approximately 33,000 calls for service per year, including responding to more than 1,200 crashes each year. We are proactive in addressing traffic safety through education and enforcement initiatives.

The Garner Police Department has consistently worked to ensure that we are maintaining a positive working relationship with our community while providing the quality public service expected of a CALEA accredited police department. However, over the past decade we have begun to see changes in the law enforcement profession, particularly in the area of community-police relations following a series of troubling events in different communities across the United States of America. Amidst different calls for accountability, responsibility, and transparency in law enforcement agencies, President Obama established his President's Task Force on 21st Century Policing.

In early 2016, the members of the command staff of the Garner Police Department (Captains Joe Binns and Chris Hagwood and Lieutenants Chris Clayton, Mike McIver, Walt Myer, and Lorie Smith) were each assigned one of the six pillars and were tasked with evaluating our operations and processes against those pillars as new professional standards. This report is the result of that analysis and represents our evaluation of how the Garner Police

Department has already been successful in many areas and how we will continue working to improve in others in the coming months and years.

The Task Force Report can and should serve as a set of guidelines for helping law enforcement agencies do a thorough self-assessment of existing strengths and areas for improvement while also ensuring that we are aware of emerging trends, expected service levels, and anticipated threats and challenges.

Our response focuses on the six pillars and provides information primarily focused around what we were already doing in Garner prior to the Task Force report and what are we focusing on going forward. You will find that some of the recommendations and/or action items from the report are not included in this response; this is because they do not apply to local law enforcement or are not applicable to the Town of Garner or the Garner Police Department.

The Garner Police Department has done a thorough examination of the report, the six pillars, and the specific recommendations for law enforcement agencies and partners. We encourage you to take the time to read our full response, but I have summarized our findings and our intentions moving forward here:

- The Garner Police Department's reliance on our values of Commitment, Integrity, and Professionalism and our commitment to maintaining our status as a CALEA accredited agency ensure that we are meeting or exceeding many of the guidelines found in the Task Force Report.
- We maintain an appropriate emphasis on receiving, investigating, and documenting citizen complaints and investigating and documenting incidents involving the use of force and vehicle pursuits. We are transparent with these investigations and our findings to the extent that North Carolina General Statute allows us to and we emphasize ongoing training in these critical areas to ensure a positive relationship with our community.
- We are proactive in emphasizing officer safety and fitness and we provide our employees with the equipment and training needed in these areas.
- Although we are active in our community and have a variety of means of working directly with the community, we need to continue to look for opportunities to involve community members in our planning and training efforts.
- We need to be proactive in reaching out to diverse groups in the community in order to better understand their unique circumstances and challenges. We also need to ensure that we have policies and procedures in place to ensure we are treating all persons in an equitable manner.

- We need to continue to focus on our community transparency, to include giving consideration to expanding our ride along policy, publishing all of our Department policies, and considering the use of an advisory committee. We also have a number of areas identified in the Task Force Report to conduct additional research to determine what policy and procedure changes can enhance our relationships with all members of the community we serve.
- We need to continue to focus our efforts on expanding our pool of candidates to ensure that we have a diverse group of employees that are representative of the community we serve.

Addendum 1 to this report summarizes our action plan going forward within each pillar; Addendum 2 to this report summarizes that same action plan in a time line format.

We are in the process of ensuring that our Strategic Plan reflects the focus areas highlighted in the Task Force Report and thus gives our Department and our employees a roadmap to continual improvement in the performance of our duties.

I am extremely proud to share this information with our citizens and others who may be interested in this informal report card for our Department. We are committed to supporting professional policing and in making a positive difference for the residents, businesses, and visitors in Garner.

Those interested in learning more about the information in this report or about areas not addressed in this report are encouraged to visit our website, to follow us on social media, or to contact us directly by calling (919) 772-8810 or visiting us at 912 7th Avenue.

Brandon V. Zuidema
Chief of Police

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Visit our website at garnerpd.org.

Foreword from the Mayor of Garner

As the Mayor of the Town of Garner, North Carolina, I take great pride in offering this forward.

The Garner Police Department has a long standing positive relationship with the community which makes my job as Mayor easy as they strive to maintain transparency in their commitment to our public, especially as they work towards full implementation of community policing and the recommendations of the President's Task Force on 21st Century Policing.

I am fully aware of the changes taking place in the profession of law enforcement, including but not limited to changes in training and renewed emphasis on positive interaction with the public.

Our Police Department works hard to maintain a positive relationship with our citizens and with the Mayor and Council. When we are presented with challenges we work as a team to accept those challenges and learn from them, always acknowledging that our public holds us accountable.

Our Police Department is constantly working to stay current with changes in technology and social media. All of this leads to working to maintaining and improving the trust between our Police Department and the people they protect.

Our Police Department has adopted three values: Commitment, Integrity and Professionalism. This speaks volumes about who they are as they relate to serving and protecting our public.

Ronnie S. Williams
Mayor

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Pillar One: Building Trust and Legitimacy

People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do…The public confers legitimacy only on those they believe are acting in procedurally just ways.

Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve.

CURRENT EFFORTS AND FOCUS AREAS GOING FORWARD

1.1 Law enforcement culture should embrace the guardian mindset and the need for procedural justice as the guiding principle.

Our Department mission statement clearly emphasizes the concepts of not just reducing crime, but also creating a safe environment, building trust, and enhancing the quality of life in the community we serve.

One of our repeated points of emphasis has been to have our officers doing what is "right" or the "best thing" as opposed to justifying our behavior as being "legal" or "not in violation of Department policy." We have also included procedural justice as one component of our Implicit Bias Training.

We will continue to stress procedural justice "as the guiding principle for internal and external policies and practices" among all our staff. This will be accomplished through policy development, training, and day-to-day role modeling and discussion.

1.2 Acknowledging the role of policing in past and present injustice and discrimination and the hurdle it represents in promoting community trust.

We recognize that prior law enforcement actions, both inside and outside of Garner and North Carolina, continue to have an impact on community trust to this day. In March 2015, in response to concerns with community-police relations nationwide, we established a volunteer internal "Community Relations Workgroup" tasked with focusing on both internal and external issues that impact our ability to work with and be trusted by the citizens in Garner.

In addressing external concerns, we sent out 130 letters to churches, community groups, and other organizations asking them to allow us to meet with them to listen to their thoughts about the Garner Police Department and any concerns they had about law enforcement in general. To date, we have had approximately twenty community conversations and we continue to seek additional opportunities for feedback. Our goal is to use this information to ensure we are aware of any real or perceived issues that can negatively impact our relationship with the community we serve.

We proactively reached out and met with the local chapter of the NAACP in December 2015 to discuss our community outreach, to share Department information on complaints, use of force, and bias-free policing, and to establish a working relationship prior to a specific incident or concern "forcing" us together.

In addressing internal issues, the Garner Police Department elected to focus on the impact of implicit bias on our individual and collective decisions and actions. We had two supervisors attend training and conduct further research on the topic of implicit bias; those supervisors have now implemented implicit bias training for all Department personnel. Once this "orientation" training is conducted, we will continue to support employees in recognizing their implicit bias and its potential impact through future classroom and practical training sessions. This training will be blended into multiple training areas and sessions rather being presented as stand-alone training.

In July 2015, Chief Brandon Zuidema and a local pastor and academic, Pastor David Forbes, traveled to Washington, DC to participate in the Police Executive Research Forum's (PERF) "Critical Issues in Policing Series" forum on Community-Police Relationships. This provided an opportunity to share our local efforts with a national audience while also hearing success stories and ongoing challenges from communities and groups across the United States. Information gleaned from this experience is being used to help develop the GPD strategic plan and to support goal-setting related to community trust.

We will continue to reach out to community leaders and organizations to maintain an ongoing dialogue regarding community-police relations and to identify ways we can continue to work to overcome any negative impact on community trust of the police.

1.3 A culture of transparency and accountability is needed to build trust and legitimacy.

We have established a culture of transparency and accountability through our Internal Affairs system – we investigate every complaint we receive, regardless of the source or method of transmission. We also investigate (rather than report on) every use of force incident and vehicle pursuit that our staff are involved in.

Our new Town of Garner website went live in June 2016; we will be providing public access to all of our policies via the new website.

1.3.1 To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

We post annual statistics online about bias-free policing, traffic stops, use of force, and basic information about complaints and internal investigations (as allowed by law).

We are in the process of developing our body-worn camera policy.

Other policies are also reviewed by other Town staff and by the Town Council as appropriate and/or relevant.

1.3.2 When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

We release information related to personnel matters in accordance with North Carolina General Statute 160A-168; we communicate with all complainants to let them know their complaint has been investigated and resolved.

We communicate effectively with our citizens and the media in all circumstances, making use of in-person communication, written communication, and social media to share information.

Our Department philosophy is to release all information available unless there is a legal or investigatory reason not to. We get "out in front" of criminal incidents and news stories, even if the information we release may not always show us in a positive light.

1.4 Law enforcement agency internal legitimacy should be promoted through procedural justice.

We will examine sources in our department that promote or take away internal police legitimacy. As noted in the task force report, "An agency work environment in which officers do not feel they are respected, supported, or treated fairly is one of the most common sources of stress. And research indicates that officers who feel respected by their supervisors are more likely to accept and voluntarily comply with departmental policies." We will emphasize sources that promote police legitimacy and we will work to reduce or eliminate sources that take away from police legitimacy.

1.4.1 In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

We consistently focus on our Department values of Commitment, Integrity, and Professionalism as the guiding force behind our actions and decision-making, with our internal policy and the law being the larger framework for our actions.

We review all of our internal policies on at least a tri-annual basis, with high liability policies being reviewed annually. Policies are reviewed by the Department's command staff, by others in the Department with assignments and/or training relevant to the policy content, and by the members of the Chief's Advisory Committee (non-supervisory employees representing the Department's different work groups).

We ensure that our policies reflect our actual practices; we recognize that "culture" can outweigh or overwhelm "rules" and we consistently seek to have our policies speak to what we actually do, not what we should do.

1.42 Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

We are focused around being consistent and fair in all internal affairs procedures from the simplest mistake to the most complicated allegation of misconduct. Our internal affairs procedure is clearly outlined in our Internal Affairs Manual so all persons involved know what their responsibility is and know what to expect from that process.

(Note – North Carolina is an "at will employment" state, so we do not work with unions).

We will maintain our emphasis on a consistent, fair, and transparent approach to internal affairs. We will communicate openly both externally and internally to the extent the law allows in North Carolina.

1.5 Positive non-enforcement activities will promote public trust, particularly in communities that typically have high rates of investigative and enforcement involvement with government agencies.

We will continue to expand our social media presence to ensure that we are proactively reaching out to all segments of the community to educate and build community trust.

1.5.3 Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

We create opportunities for our officers to be involved in positive non-enforcement interactions with our community and schools. Programs like our Citizens Police Academy, the Police Athletics Activities League (PAAL), and Schools and Community Organized to Read (SCOR) support a positive image of our Department in the community. We advertise these activities to our citizens and local media.

We will continue to support the development and expansion of the PAAL program, we will support employee involvement in community activities, events, and organizations, and we will work toward having all first responders CIT trained.

1.5.4 Use of physical control equipment and techniques against vulnerable populations - including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

Our use of force policy addresses the use of force on special populations of people. Our policy – and more importantly our culture - is to use only necessary force and nothing more. In 2015, we used force in a total of 34 incidents. Excluding the pointing of a firearm or a Taser, we used force in less than 2% of all arrests and in less than 0.3% of all documented citizen contacts.

Our use of force training particularly identifies special populations where extra care should be taken when and if force must be used. This training includes different target points as well as special circumstances after force is used. Our Department trains on and abides by

North Carolina General Statutes and applicable case law, such as the recent decision in Armstrong v. Village of Pinehurst which governs Taser use on mentally ill subjects.

We provide yearly training on Juvenile and Minority Sensitivity Training, focusing on how to deal with special populations and various cultures.

We participate in the Wake County Crisis Intervention Training (CIT) program, including additional training for dealing with veterans in crisis. We currently have 12 of our 32 first responders trained as CIT officers, with an additional 12 staff members in other assignments also trained. We are continuing to enroll additional first responders in this training.

1.6 Law enforcement agencies should consider the impact that crime-fighting strategies have on public trust.

We maintain an awareness of how our enforcement efforts and crime-fighting strategies may impact public trust, particularly in regard to the location of these efforts and whether or not certain segments of the community could be negatively impacted or could perceive a negative impact.

We will include consideration of all LEO activities and their impact on the community in terms of public trust; this will be documented as part of our annual report beginning with the 2016 annual report.

1.7 Community surveys should be used to track the level of trust in law enforcement.

We have previously conducted a triennial survey as a component of our CALEA Accreditation process. As of 2016, we are conducting an annual community survey each spring as a means of supplementing other community feedback as to our performance, community concerns, and the level of trust in the Garner Police Department.

1.8 Law enforcement agencies should strive to create a diverse workforce across race, gender, language, life experience, and cultural background to improve understanding with all communities.

Although we do have diversity in our ranks, our current sworn staff is not representative of the community we serve. We acknowledge this as a community and operational concern and have taken proactive steps attempting to increase the diversity in our qualified applicants.

In 2014, we revised our recruitment manual to more closely focus on the importance of diversity in our candidates. Although we are somewhat restricted as the result of relying on North Carolina Basic Law Enforcement Training (BLET) programs for our candidates, we recognize the need to actively recruit a diverse pool of candidates.

We also began sending letters to a variety of community partners (businesses, churches, civic organizations, etc.) to seek their assistance in advertising our vacancies and identifying potential candidates, particularly those who would help us to expand the diversity of our staff.

In 2015, we began actively recruiting at area minority universities in an effort to increase the number of qualified minority applicants in our hiring pool. We have done on-campus presentations at career fairs and we have held “Garner-only” information sessions for interested students.

We worked collaboratively with the Town’s Human Resources Director to re-institute a police recruit program allowing us to hire candidates and pay them to attend to BLET

rather than relying solely on candidates selected by the BLET program. This will allow us to expand our pool of candidates and to identify more diverse candidates with local ties that will be more likely to be invested in our community long-term.

Our Police Athletics Activities League currently sponsors a cadet program for teenagers interested in law enforcement careers. We are using this program when possible to attract a diverse group of young adults interested in law enforcement, particularly focusing on avoiding "losing them" to other careers before they turn 20 ½ and become eligible for hire as police officers.

We will work collaboratively with the Town Human Resources Department to evaluate all employee benefits and to compare what we can offer with those we are competing with for the limited pool of diverse candidates.

1.8.5 Law enforcement agencies should be encouraged to explore more flexible staffing models.

We implemented a Services Officer program that would allow us to hire candidates that were interested in a law enforcement career but were not yet old enough to be sworn in and/or needed employment that was conducive to attending BLET.

We also utilize a "flex" shift for interested employees to allow some scheduling flexibility while also maximizing the use of our available resources for peak hours.

We anticipate adding additional sworn staffing in upcoming budget cycles based on community growth. As we add patrol staff, we will give consideration to different staffing schedules and options to make us more attractive as a potential employer to a diverse pool of candidates who may not be suited for or interested in more traditional work schedules.

1.9 Law enforcement agencies should build relationships based on trust with immigrant communities.

We are currently in discussion with an organization based in Wake County, Si A Las Licencias NC, to establish an ongoing partnership and open line of communication.

1.9.1 Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

We do not currently enforce immigration laws, instead focusing on providing services and outreach to the immigrant community in Garner.

1.9.2 Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

We currently employ a number of Spanish-speaking employees (both sworn and civilian staff). We provide a financial incentive at hiring for candidates who are bi-lingual and we also sponsor employees attending training sessions and programs aimed at allowing them to converse in other languages.

We provide access to interpreters as needed through a paid service coordinated through our contracted emergency communications center.

In 2016, we hosted a county-wide law enforcement meeting with representatives from Burlington, NC to learn about their collaborative effort with local Hispanic churches to issue non-resident identification cards.

Pillar Two: Policy and Oversight

Citizens have a constitutional right to freedom of expression, including the right to peacefully demonstrate.

If the police are to carry out their responsibilities according to established policies, those policies must reflect community values.

CURRENT EFFORTS AND FOCUS AREAS GOING FORWARD

2.1 Law enforcement agencies should collaborate with community members on policies and strategies to reduce crime and improve community relationships.

We have a long-standing history of collaboration with Neighborhood Watch Associations; we actively support six neighborhood watch associations in the Town of Garner as well as a number of neighborhood homeowners associations that serve informally as neighborhood watch groups. Our staff attends these association meetings to educate and share crime prevention information with our citizens and we actively participate in Next Door, a social media application for use by neighborhood residents, as an additional tool for communicating crime and safety information. In 2015, we initiated a Business Watch organization in our downtown area that provides a regular opportunity for police officers, residents, and business leaders to interact and work collaboratively toward a safer community.

In fall of 2010, the Garner Police Athletics Activities League (PAAL) was established as a collaborative partnership between the Garner Police Department and members of the community interested in serving at-risk youth. PAAL is a “stand-alone” 501(c)(3) that is governed by a volunteer board of directors. Members of the department serve as ex-officio officers and also as board members. PAAL has become one of our leading

outreach programs and has allowed us to have positive interactions in non-confrontational settings. PAAL includes programs at our elementary and middle schools along with a high school based Cadet Program for teenagers interested in law enforcement careers.

We host a ten-week Citizens' Police Academy that is designed to inform interested community members about the overall operation of the Police Department, including not only "what" we do but more importantly "why" we do it. This program also gives us the opportunity to seek feedback on our practices and policies from those we serve. We also host one session of the Town of Garner's Citizens' Academy, known as Garner 101.

In 2016, we hosted our first "Junior Officer for a Day" program. We offered several gift certificates to area fundraisers that allowed for a teenager, a friend or sibling, and a parent to participate in a day-long event where the participants were exposed to department operations and were given the opportunity to ask questions and provide feedback to us.

Employees of the police department serve as members and volunteers with a number of civic and community organizations in Garner; we are actively involved with the Civitan Club, the Garner Educational Foundation and the Rotary Club as well as a number of church-based organizations such as Community of Hope Ministries and the Garner United Methodist Church's men's outreach program.

As mentioned in Pillar One, over the past fifteen months, we have reached out to the members of our community to get their unfiltered and unstructured feedback on the performance of the Garner Police Department, as well as their thoughts on our policies and practices. While the aforementioned activities and events are not intentionally designed to address this recommendation, they do give us the opportunity to interact with the community and to get their feedback, provide them opportunities for engagement, and seek their cooperation.

2.2 Law enforcement agencies should have comprehensive policies on use of force that include training, investigations, prosecutions, data collection, and information sharing.

In 2010, we implemented a comprehensive policy and set of procedures regarding the use of force by our sworn employees. This change included focusing on investigating rather than reporting use of force incidents, collecting statistical data, providing supplemental training and, when appropriate, disciplinary action for policy violations. This policy and procedure is outlined in our department policy (GPD 710.01 – Use of Force) and in our Internal Affairs Manual.

The North Carolina Criminal Justice Education & Training Standards Commission currently requires all sworn officers complete four (4) hours of firearms in-service training each year. The Garner Police Department typically provides a minimum of sixteen (16) hours of firearms-related training, to include classroom, range, and simunitions training.

2.2.1 Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

We have departmental policy that specifically speaks to alternatives to arrest (GPD 210.03 – Limits of Authority and Discretion) and authorizes sworn personnel to make use of alternatives including release on citation (summons), verbal or written warning, referral to another agency, or informal resolution.

2.2.2 Policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

Our department policy and our Internal Affairs Manual require independent criminal investigations by the North Carolina State Bureau of Investigations (NCSBI) in the case of use of force resulting in death, officer-involved shootings resulting in injury or death, and in-custody deaths. Our policy also gives the Chief of Police the discretion to request NCSBI assistance in other use of force incidents on a case-by-case basis.

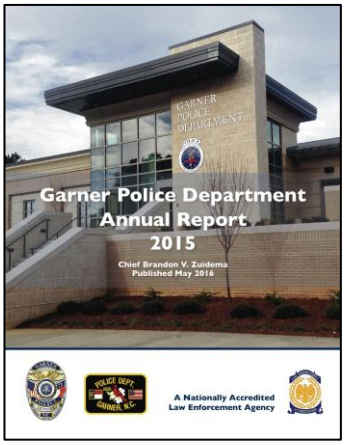
2.2.3 The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, and in-custody deaths.

Decisions regarding the prosecution of incidents involving police use of force resulting in death, officer involved shootings resulting in injury or death, and in-custody deaths are made independently of the Garner Police Department by the Wake County District Attorney, typically in consultation with the NCSBI.

2.2.4 Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

We currently collect, maintain, and analyze use of force data in all reportable use of force incidents. We utilize the Administrative Investigations Management (AIM) software for reporting, tracking, and analysis of this data.

We share our annual use of force data as a part of our Department Annual Report, typically released in the spring of each year.



2.2.5 Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

Our philosophy on all release of information is to release information unless there is a reason not to – either legally or in regard to safeguarding an ongoing criminal investigation. Our informal policy is to release the name of any officers involved in an incident once their family is notified; however, this is not yet written in policy.

We will be working to amend our Internal Affairs Manual to specifically address the release of information related to use of force incidents in order to enhance our transparency.

2.2.6 Law enforcement agencies should establish a Serious Incident Review Board comprised of sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

All use of force incidents, including officer-involved shootings, are required by policy to be reviewed up through the Department's chain-of-command to the Chief of Police. When appropriate or necessary, we work closely with the Town Manager's Office and the Town Council to discuss policy concerns.

Additionally, these types of incidents are investigated criminally by the State Bureau of Investigation. We do not currently utilize community members beyond the members of the Council as part of our oversight or review process.

2.3 Law enforcement agencies are encouraged to implement non-punitive review of critical incidents separate from criminal and administrative investigations.

Our staff conducts informal peer reviews of major incidents including (but not limited to) murder investigations, bank robberies, execution of search warrants, etc. These reviews are done both with and without supervisors and are intended to be open discussions aimed at improving tactics and learning from mistakes; however, they have not always been as organized or effective as they could be.

In June 2016 we modified our Department policy to reflect the use of an After Action form to specifically track the use of ICS at incident scenes and to report back on debrief sessions.

2.4 Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

North Carolina General Statute §15A-284.52 is very specific in its requirements for eyewitness identification procedures with the intent of eliminating presenter bias or influence. This language is mirrored in department policy (GPD 840.01 - Criminal Investigation) in section 840.1.12 (Eyewitness Identification).

2.5 Law enforcement agencies should report and make available to the public census data regarding the composition of their departments.

We have previously responded to any requests for this information regarding the composition of our staff and we have shared this information with the participants in our recent community conversations. As of the launch of our new website, we have included employee census data for public review.

2.6 Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions, to include school vs. non-school contacts.

North Carolina General Statute §143B-903 requires law enforcement officers to report demographic data on all stops for traffic violations; this law also requires reporting of search data related to these traffic stops. The Garner Police Department complies with this law and conducts quarterly reviews to ensure compliance. We provide our employees with the ability to see their data throughout the year.

We require our officers to document demographic data on all individuals we encounter where the interaction results in a written report, to include arrest interactions. We also specifically track our formal school-based interactions for comparison with other Wake County Schools, other schools in North Carolina, and other police departments in North Carolina. This data is reviewed with our School Resource Officers.

We conduct annual analysis of demographic data related to enforcement actions and we publish that data in our annual Bias Free Policing report that is made available to the public.

2.7 Law enforcement agencies should create policies and procedures for policing mass demonstrations that are designed to minimize the appearance of a military operation and avoid undermining civilian trust.

We have long-standing policies (GPD 810.05 - High Risk Incidents) and (GPD 810.07 - All Hazards Planning) that provide guidelines for effectively responding to and managing mass demonstrations while protecting and balancing the rights of all involved.

Our policy calls for officers in standard police uniforms to respond to and manage mass demonstrations as one component of minimizing the appearance of a militaristic operation. We conduct training for all sworn employees on a recurring basis to ensure their readiness for policing mass demonstrations.

We will continue to seek out opportunities to cross-train with other law enforcement agencies in Wake County to ensure that we are prepared for mass demonstrations and to ensure that we have similar policies and procedures to avoid individual or collective actions undermining civilian trust.

2.8 Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate civilian oversight to meet the needs of the community.

The Garner Town Council currently serves as our local civilian oversight. To date, this has met the needs and expectations of the Garner community and the Garner Police Department, particularly given our efforts to maintain effective communication with and transparency toward our community.

2.9 Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a pre-determined number of tickets, citations, arrest, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

North Carolina utilizes a statewide court system; there are County courts but no local or municipal courts. All court costs and proceeds from criminal and traffic cases are designated in North Carolina General Statute §7A-304; neither the Town of Garner nor the Garner Police Department receive any funds as the result of criminal enforcement efforts.

The Garner Police Department does not utilize, support, or allow the use of quotas for enforcement. We emphasize quality versus quantity and expect our sworn employees to employ officer discretion and to consider public safety and overall quality of life as factors in enforcement decisions.

2.10 Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

Our Department directive on search and seizure (GPD 810.08 – Searches and Planned Operations) includes a section outlining requirements related to consent searches. We

currently do not require officers to inform individuals of their right to refuse consent as recommended by the task force report.

We require documentation of consent through the use of an in-car camera audio and video recording; we also encourage use of the Department's written consent-to-search waiver when appropriate given the totality of the circumstances.

We are currently in the process of evaluating new equipment and software that will allow us to provide our sworn employees with a tablet and software to encourage written (electronic) documentation of voluntary consent.

2.11 Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and department and provide that information in writing to individuals they have stopped. In addition, police departments should require officers to state the reason for the stop and reason for the search if one is conducted.

Our Department directive on traffic enforcement (GPD 830.02 – Traffic Law Enforcement) requires sworn employees conducting traffic stops to identify themselves by name, rank, and department and to inform the person stopped of the reason for the stop unless specific circumstances dictate otherwise.

This directive further states "Traffic law enforcement is a common task performed by patrol officers, but for the violator it is frequently an emotional experience. Officers should be aware of these conditions, striving to make each contact educational, and leaving the violator with the impression that the officer has performed a necessary task in a professional, courteous manner."

GPD supervisors are required to conduct random reviews of in-car camera videos of officers, to include reviewing traffic stops for professional behavior and compliance with our directives. As noted earlier regarding citizen complaints, we receive and investigate all citizen complaints and concerns related to officer performance, to include traffic stops and searches.

2.11.1 One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, officer, or board. These cards would be easily distributed in all encounters.

In any incident where a citizen receives a citation, the officer's information is included on the paperwork provided to the citizen, but it does not include agency contact information; the written warnings do include contact information for the Garner Police Department. There is not language specific to offering suggestions or commendations or filing complaints on either document.

Our sworn employees are provided with business cards, but primarily for the purpose of sharing case numbers with complainants.

We will consider the issuance of business cards with specific language related to providing individuals information on how to offer suggestions or commendations or to file complaints.

2.12 Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations.

Although we have policies that address search and seizure procedures related to gender (GPD 710.04 – Prisoner Custody & Transportation), we do not currently specifically address LGBTQ and transgender populations in our policies.

We will establish a committee to review these policies, we will seek legal guidance from our Police Attorney, and we will update our policies to establish search and seizure procedures related to LGBTQ populations.

2.13 Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity / expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

Our Department policy (GPD 820.09 - Bias Free Policing) includes the following purpose statement; "This policy prohibits bias based profiling and establishes procedures to ensure that no law enforcement actions taken by members of the Garner Police Department are taken solely because of race, ethnicity, national origin, gender, sexual orientation, religion, economic status, age, cultural group, or other identifiable group." Although we can make the argument that we address "gender identity / expression", "immigration status", "disability", "housing status", "occupation", and "language fluency" in the definition of "other identifiable group" in our policy, we would be better served to specifically address those categories in our policy.

We conduct mandatory annual training sessions on bias free policing and on juvenile and minority sensitivity training as part of our in-service training requirements.

We review our citizen interactions, particularly related to criminal and traffic enforcement, and we produce an annual "Bias Free Policing" report as part of our overall commitment to transparency in this area of operations.

We have implemented implicit bias training to ensure that our employees are aware of their own implicit bias and how it can impact their daily interactions, their assumptions and decision-making process, and their enforcement efforts.

We will review our policies and our training and make any changes necessary to ensure that we specifically include all identified categories of persons in our policies.

Pillar Three: Technology & Social Media

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.

The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated.

CURRENT EFFORTS AND FOCUS AREAS GOING FORWARD

3.1 The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

3.1.3 Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

The Garner Police Department has used in-car camera technology that prevents tampering with or manipulating images since our first purchase of WatchGuard systems in early 2004. The current generation is even more resilient because the video uploads over a secure Wi-Fi to a secure server without any user intervention over Wi-Fi. The interview room systems employ the same technology and reside on the same server.

Any access to this video is logged, including the dissemination. When the video is exported, it contains a log of access and any edits to metadata. The video itself cannot be altered. We intend to use the same technology for body worn cameras when implemented. At the same time, we currently have no protections in place for other types of evidence, such as field photography, video, or audio recordings. We are, however, currently piloting a system to capture field photography, video, audio recordings, and digital documents that will prevent tampering.

3.2 The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

3.2.1 Law enforcement agencies should encourage engagement and collaboration, including the use of community advisory bodies, when developing policy for the use of new technology.

The Garner Police Department is currently in the development phase of a body worn camera program. We met with the Town Council in April for a formal discussion about policy development, funding, and philosophical guidelines for the program. We also met with the North Carolina ACLU to discuss their philosophy and suggestions toward a collaborative approach to this issue. Once funding is approved, we will meet with our citizens in order to better anticipate community acceptance levels and ensure our policy reflects current community standards. Privacy and civil liberty concerns will be addressed in any policy implemented.

3.2.2 Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

In those instances where we evaluate or introduce new technology, we typically run a pilot program with selected officers being asked for critical feedback. Any new technology is also vetted through the command staff and the Town of Garner's Information Technology staff.

It is our intention to review our policy and equipment for body worn cameras with the public when we make that transition in the coming months.

3.2.3 Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

The new Town of Garner website is compliant with use by hearing- and sight-impaired individuals. The use of our written social media is also available to the deaf community as equally as hearing citizens.

We will conduct research to make sure our future technology purchases are designed to aid as many people with special needs or disabilities as practical. This will include our participation in regional purchases, such as the Raleigh Wake Emergency Communications Center's acquisition of a new CAD product.

3.3 The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

3.3.3 Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

We are aware of the BJA toolkit and have shared it with our staff leading the development of our BWC program. We are using the toolkit to assist us in policy development.

3.4 Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

Chief Zuidema is an active member of the North Carolina Association of Chiefs of Police (NCACP) Board of Directors and is active in collaborating with our North Carolina legislators on proposed legislation, to include legislation impacting public record laws. This is particularly true of current efforts to amend the North Carolina General Statute as it relates to the release of body worn camera recordings.

3.5 Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increase community trust and access.

We have adopted a presence on currently popular social media and the internet using a website, Facebook, Twitter, and NextDoor.

As new methods become available and/or grow in popularity, such as Instagram, Periscope, or similar services, we will research using them in addition to, or to replace ongoing services. This will be done in conjunction with ongoing workload analysis.

Pillar Four: Community Policing & Crime Reduction

Community policing requires the active building of positive relationships with members of the community.

Community policing emphasizes working with neighborhood residents to co-produce public safety.

CURRENT EFFORTS AND FOCUS AREAS GOING FORWARD

4.1 Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Our current Strategic Plan includes a stated goal that we will work to "Enhance community trust, interaction, and accountability." One of the objectives stated in this goal is that we will strive to be a model for other law enforcement agencies across the nation in our approach to community policing in the 21st century.

4.1.1 Law enforcement agencies should consider adopting preferences for seeking "least harm" resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

We currently have policies and common practices of trying to divert cases in the schools prior to formally charging them in juvenile or adult court. The preference for all juveniles is to divert if at all possible. Our school resource officers currently divert over 45% of all cases. Of the students charged, the vast majority of them receive a citation in lieu of physical arrest.

We encourage our patrol officers to consider alternatives to custodial arrest whenever possible and practical for a given situation. Our Department directive (GPD 210.03 - Limits on Authority and Discretion) states in part that "The Police Department's role in these (diversion) programs is to ensure that the needs and interests of the criminal justice system are achieved, and to divert individuals to these programs when both the offender and the community will benefit.

4.2 Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

4.2.1 Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this a part of the performance evaluation process places an increased value on developing partnerships.

We currently have a section in our appraisal that measures community involvement and rewards officers that excel in this area. The Community Relations section in the appraisal process gives examples on what type of involvement an officer may participate in to receive higher scores. An officer that goes beyond basic requirements looking for win-win solutions that reduce the need for force and those that voluntarily participate in community programs will receive higher scores on their evaluation than those that do not. Because of our merit-based evaluation system, higher scores equate to salary increases for employees.

4.2.2 Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

Police officers are encouraged to participate in community engagement activities. Several officers volunteer with the PAAL and SCOR programs. The vast majority of officer / student contact is made during working hours.

Our Patrol Division recently revised its monthly reporting procedures to specifically address community involvement opportunities undertaken by patrol officers and supervisors. The Division Commander has made this a priority and has empowered supervisors to commit the time necessary to get all officers involved with the community in some way each month.

4.2.3 The US Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

Our Department partners with a number of professional associations to ensure our policies and procedures do not discriminate. IACP, NCACP, FBINAA and the Bureau of Justice Statistics are a few organizations that we utilize to collect data to help determine replicable factors that could be used to guide law enforcement agencies. We also collect data from traffic stops based on the driver's sex, race, ethnicity, and age. We complete an administrative review of the data collected from the traffic stops. The review includes an analysis of citizen complaints and/or comments received regarding bias-based policing, an overview of training conducted, and recommendations for any changes in procedures and practices deemed appropriate.

4.3 Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

4.3.2 Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insights to the first responders and immediate support to individuals in crisis.

In regard to supporting our own employees, in North Carolina we are fortunate to have access to the North Carolina Law Enforcement Assistance Program (NCLEAP), which is an independent 501(c)(3) organization comprised primarily of law enforcement volunteers who have experienced critical incidents and/or trauma and are trained to provide support to North Carolina law enforcement officers at no cost.

4.3.3 Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and holding agency leaders accountable for outcomes.

We currently engage in multidisciplinary community team approaches when dealing with crisis situations. This is particularly true in regard to mental health, where Wake County is one of the leaders in the area of effective crisis intervention aimed at avoiding any criminalization of the person in crisis. EMS and law enforcement personnel are trained to respond to mental health crisis incidents. Wake County has also recently implemented "Veterans in Crisis" intervention training for EMS and police personnel who have served in the military.

We also work collaboratively with Fire and EMS, Wake County Emergency Management, and WCPSS to train and prepare for incidents that may occur at or near a public school in our community.

4.4 Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

4.4.1 Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

Our Department policy (GPD 610.01 - Personnel Rules & Regulations) requires all employees to be professional and courteous when dealing with the public. That same policy also requires employees to perform their duties without prejudice and to avoid engaging in any type of speech that could be construed as a racial or religious slur or joke.

We underscore the importance of treating individuals with respect in our mission statement ("We are committed to delivering quality service in an effective, responsive, and professional manner") and in our Department value of commitment ("We have a selfless determination and relentless dedication to the public, our partners, and to each other"). We also ascribe to the IACP Oath of Honor, which includes the statement, "On my honor, I will never betray my badge, my integrity, my character or the public trust."

We also underscore the importance of treating individuals with respect through our thorough investigation of demeanor complaints from citizens and our random review of in-car camera footage showing citizen interactions.

4.4.2 Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

We actively support six neighborhood watch associations in the Town of Garner as well as a number of neighborhood homeowners associations that serve informally as neighborhood watch groups. These are collaborative efforts involving residents, the Police Department, and the Town of Garner. These groups provide regular opportunities for citizen-police interaction.

In 2015, we initiated a Business Watch organization in our downtown area that provides a regular opportunity for police officers, residents, and business leaders to interact and work collaboratively toward a safer community.

Although we regularly interact with our faith leaders, we do not currently have a formal or structured method of communication with faith leaders in the Garner community. We will work with the faith community to establish a formal means of interaction going forward.

4.5 Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

4.5.1 Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

As noted above, we regularly meet with various neighborhood watch and homeowner associations to discuss issues of concern to them and to the police department. We also routinely hear from citizens through Town Council meetings where they attend to share information or concerns.

We hosted our first "Coffee with a Cop" type program in June of this year; this program will be a re-occurring opportunity for citizens and police to interact in different business settings around the Town of Garner.

We also sent out 130 letters to groups and organizations in our community to ask for opportunities to conduct listening sessions with them at their convenience.

We will continue to schedule community meetings in the future to allow interested citizens and business owners the opportunity to interact with us and to help influence programs and policy.

4.5.2 Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem-solving teams, community action teams, and quality of life teams.

We conduct at least one Citizens' Police Academy each calendar year to give Garner residents and business owners the opportunity to learn more about the police department, including what we do in and for the community and why we do what we do.

We host one session of each Town of Garner Citizens' Academy (Garner 101) to share information with the attendees regarding their police department, including what we do in and for the community and why we do what we do.

In 2015, we started a "Citizens and Police Together" (CAPT) Team consisting of volunteer graduates of the Citizens' Police Academy. This team assists with police department events, conducts Child ID sessions, and volunteers at community and Town events.

We allow ride-alongs by Garner 101 and Citizens' Police Academy attendees, by CAPT Team members, and by citizens interested in law enforcement careers.

4.5.3 Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

We do not currently utilize a formal advisory committee beyond the Town Council. We do meet routinely with neighborhood associations, neighborhood watch groups, and other citizen organizations and we hold community meetings for citizen feedback.

4.5.4 Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

We maintain a close working relationship with the Town of Garner Economic Development Department and the Town of Garner Planning Department to focus on the importance of economic development and the role that the police department can play in supporting development.

We conduct plan and site reviews, assist with traffic studies, and we utilize Crime Prevention Through Environmental Design (CPTED) strategies to evaluate current and proposed businesses in the Town of Garner.

4.6 Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

Our Department policy (GPD 840.05 - Juvenile Operations) includes in its purpose statement the following: "Sworn employees are responsible for selecting the least restrictive course of action appropriate to the situation and the needs of the juvenile."

The Garner Police Department currently has four (4) school resource officers (SROs) that are exclusively assigned to the middle and high schools. Each school resource officer is tasked with ensuring a safe and secure campus, educating students about law-related topics and mentoring students as informal counselors and role models. Our school resource officers do not administer school discipline. They have several options to choose from as it relates to holding students accountable for their actions. They can refer them to adult or juvenile court, refer to a mediation or diversion program, and decline to prosecute.

4.6.1 Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

We are actively involved through the North Carolina Association of Chiefs of Police in the current effort in NC to "raise the age" – an effort to include 16 and 17 year olds in the juvenile rather than the adult system in NC.

We are working collaboratively with the Wake County District Attorney's Office, WCPSS staff, and the Wake County Alliance Behavioral Healthcare organization on a program that is designed to defer 16 and 17 year olds from the adult criminal justice system.

We also work collaboratively with Wake County Public School System (WCPSS) staff to divert juvenile offenders away from the juvenile justice system whenever practical given the totality of the circumstances.

4.6.2 In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

Our SROs actively participate in and support WCPSS efforts to utilize alternatives to student suspensions and expulsion; we routinely divert juveniles from formal entry into the juvenile justice system and provide counseling sessions with students aimed at deterring future criminal and/or violent behavior.

4.6.3 Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in the decision making, such as restorative justice, youth courts, and peer intervention.

Our SROs work collaboratively with WCPSS administrators to refer students to Capital Area Teen Court and to other programs outside the formal juvenile justice system to encourage restorative justice versus punishment.

4.6.4 Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

Our SROs routinely divert juvenile offenders from the juvenile court system by handling matters internally through counseling sessions and/or emphasis on improving individual behavior.

4.6.5 Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

We work collaboratively with WCPSS to provide input and guidance on school discipline policies while remaining outside of direct intervention into issues involving only school discipline. However, by definition in the Memorandum of Understanding with WCPSS for the SRO program, SRO involvement in school discipline is limited to those instances where SRO involvement is necessary to protect the physical safety of staff, students, or others in the school environment.

4.6.6 Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

We work collaboratively with WCPSS to ensure that we are treating students in a consistent and fair manner and that we are applying appropriate consequences given the totality of the circumstances and our joint knowledge of the student's situation.

4.6.7 Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

We do not currently maintain formal involvement with any programs or procedures related to reintegrating juveniles back into their communities. We do have informal involvement primarily through the SRO program.

4.6.8 Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

We have a memorandum of understanding in place with WCPSS; the MOU includes a section specifically addressing and limiting SRO involvement in school discipline issues.

4.7 Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

Department employees currently serve as volunteers with the Youth Thrive of Wake County Board of Directors and as participants in the development of the Youth Thrive "Youth Well-Being Profile" aimed at coordinating resources for Youth in Wake County, North Carolina.

We are also represented on the Garner Magnet High School Public Safety Advisory Board, supporting efforts to expose interested high school students to careers in Public Safety.

4.7.1 Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

The Garner Police Athletic/Activities League (PAAL) was founded in December 2010. PAAL is a youth crime prevention program that utilizes educational, athletic, and recreational activities to create an understanding between police officers and youth. Garner PAAL utilizes volunteers from the community and police officers to mentor our youth and teach them life learning lessons. We currently have ten active programs, nine of which are primarily school-based.

Our Traffic Safety Unit is committed to teen driver education through a variety of programs. One example is "Secure Your Future" (a seat belt education program that requires seat belt use arriving to and leaving school in order to maintain your parking pass). We also focus on an anti-texting program that includes a PowerPoint classroom presentation coupled with operation of a golf cart on a coned course while texting and anti-DWI programs – particularly around prom time and prior to summer break.

Our SROs host an "Achievement Academy" each summer where they take rising ninth graders who have been identified by either the SRO or a WCPSS staff member as being at-risk and spend a week conducting team building, self-esteem building, and leadership activities. The participants are given the opportunity to learn the consequences of their actions and to develop positive decision-making processes.

4.7.2 Communities should develop community and school evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

Garner PAAL has partnered with Youth Thrive of Wake County to implement "Step-it-up-2-Thrive," a program that combines research and evidence based curriculum. Step-it-up-2-Thrive is a theory of change with four stages. The first stage is the identification of youths' sparks, followed by a development of a growth mindset in the second stage. The third stage encourages youth self-reflection about indicators of thriving and risk factors that are in the way. The fourth stage builds youths' goal management skills, or what we term GPS (Goal selection, Pursuit of strategies, and Shifting gears in the face of challenge). The full Step-it-up-2-Thrive process motivates youth to achieve personal development goals.

Pillar Five: Training & Education

Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency.

As our nation becomes more pluralistic and the scope of law enforcement's responsibilities expands, the need for expanded and more effective training has become critical.

CURRENT EFFORTS AND FOCUS AREAS GOING FORWARD

5.2 Law enforcement agencies should engage community members in the training process.

During 2015, we invited members of the local media to participate in a use of force training day that included simunitions "shoot / don't shoot" training exercises. This training opportunity was intended to allow members of the media to experience (and then report on) the challenges police officers face related to the potential use of deadly force.

We provide training in a variety of areas to our citizens who volunteer with our CAPT team, including but not limited to Child ID kits, special event security, and traffic control.

We have provided "Run, Hide, Fight" training to our Town Council, other Town employees, and citizens in the community.

5.3 Law enforcement agencies should provide leadership training to all personnel throughout their careers.

We are committed to effective leadership training to develop our current and future leaders and to prepare an effective and smooth transition of command as senior leaders depart from the department.

Although the action items below are not specific to local law enforcement agencies, we have ongoing efforts in these areas and have elected to share them in the context of the related action item.

5.3.1 Recognizing that strong, capable leadership is required to create cultural transformation, the US Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

In 2014, we established the Garner Police Department Leadership Academy. Through a partnership with a regional vendor, we conducted online "generic" leadership classes and "live" Garner-specific classes aimed at enhancing the skills and abilities of our current supervisors and preparing our next generation of leaders for additional responsibility.

We send our Sergeants to the North Carolina State University "Administrative Officer's Management Program" (AOMP), a ten-week leadership and supervision program aimed at better preparing supervisors to serve effectively as managers and leaders.

We send our Lieutenants to the Federal Bureau of Investigation National Academy program at Quantico, Virginia, a ten-week leadership program aimed at enhancing the knowledge, skills, and abilities of mid-level leaders.

5.3.2 The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

As mentioned, the AOMP program is conducted through a partnership with North Carolina State University.

We also participate in the University of North Carolina at Chapel Hill's School of Government programs, including the Public Executive Leadership Academy (PELA) and the Municipal and County Administration Course.

We have several graduates of the North Carolina Justice Academy's "Management Development Program" (MDP), which includes current topics and research-based learning for leaders.

5.3.3 The US Department of Justice should support and encourage cross-discipline leadership training.

We regularly send officers to specialized training taught by non-law enforcement entities as a means of expanding our ability to successfully provide for public safety in Garner. The training is not always a "leadership" class, but often allows our employees to be better prepared to serve as leaders based on their expanded abilities and knowledge.

Some examples of these training topics include, but are not limited to, Crisis Intervention Team, drug diversion, ICS / NIMS training through TEEX at Texas A&M University, railroad crossing safety, safe child advocacy, Shearon Harris Nuclear Plant orientation and emergency response, working with students with special needs (SROs), and the West Point Leadership Training program.

5.6 POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

5.6.1 Because of the importance of this issue, Congress should appropriate funds to help support law enforcement Crisis Intervention Training.

We have been active participants in and supporters of the CIT program since its inception more than a decade ago. We currently have twenty-four (24) officers that have completed the training.

We will continue to train additional officers through the CIT program and will participate in the newly develop CIT for Veterans program in Wake County.

We support the inclusion of CIT training in recurring in-service training.

5.7 POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

Our primary BLET program at Wake Technical Community College (Wake Tech) includes components of training on positive interactions with diverse groups in the community. These include training in communication skills, crime prevention techniques, domestic violence response, field notetaking and report writing, human trafficking, individuals with mental illness or developmental disabilities, interviewing, patrol techniques, and responding to victims and the public.

The Wake Tech BLET program includes components of training related to tactical skills in crowd management, domestic violence response, driver training, firearms, in-custody transportation, individuals with mental illness or developmental disabilities, patrol techniques, rapid deployment, subject control and arrest techniques, and traffic law enforcement.

We place value and emphasis on the ability of our employees to positively interact with the diverse community we serve. This is evidenced in part through our annual in-service training on Juvenile and Minority Sensitivity Training (which includes information on positive interactions), through our current efforts in providing implicit bias training to all of our employees, and through our Department policies that address rules and guidelines for positive interactions with our diverse community.

We also continue to emphasize the importance of officers maintaining their tactical skills; this is done through ongoing roll call training, through annual training on lethal and non-lethal force, and through voluntary Subject Control and Arrest Techniques (SCAT) classes offered at our facility.

5.8 <u>POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction</u>.

Our primary BLET program at Wake Technical Community College includes a component of training on the disease of addiction during their controlled substances lesson plan.

Our department conducts annual in-service training on Emotional Survival that includes information on alcohol and drug use and abuse.

5.9 <u>POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness</u>.

5.9.1 <u>Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement</u>.

As noted above, we conduct annual in-service training on Juvenile and Minority Sensitivity Training using a lesson plan provided by the NC Justice Academy; this plan includes input from advocacy groups.

We have provided implicit bias training to all our employees in 2016.

We will research a means to include input and assistance from advocacy groups for future implicit bias and cultural responsiveness training sessions.

5.9.2 <u>Law enforcement agencies should implement training that covers policies for interactions with the LGBTQ community, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment</u>.

Our agency forbids officers from taking actions solely based on race, ethnicity, national origin, gender, sexual orientation, religion, economic status, age, cultural group, or other identifiable group.

Both the police department and the Town of Garner have policies against sexual misconduct and harassment by employees. We investigate all complaints related to these policies.

We will research training options and review our policies to ensure that our employees are provided with appropriate guidance and training for interactions with the LGBTQ community.

We will research training options and review our policies to ensure that our employees are provided with appropriate guidance and training for interactions with the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups.

5.10 POSTs should require both basic recruit and in-service training on policing in a democratic society.

The North Carolina BLET curriculum includes training for cadets on the proper use of their power and authority and the impact their efforts involving enforcement and use of force can have on the community.

All of our new hires receive training on citizen / community interactions, use of force, and arrest, search & seizure as part of their field training, regardless of their prior training or experience.

Our department conducts annual in-service training (classroom and scenario-based) on the proper use of force and on arrest processes. Our Implicit Bias Training program teaches procedural justice and police legitimacy, which are both critical to effective policing in a democratic society.

5.11 The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

Our department provides a financial incentive to new hires with 2 or 4 year degrees.

The Town of Garner offers tuition assistance to our full-time employees and we attempt to accommodate some flexibility in schedule when necessary to allow participation in higher education.

Our career development policy provides credit toward career advancement for the completion of higher education courses.

5.13 The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

5.13.1 The US Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

Our department currently utilizes the San Jose Field Training Model, which is the model recommended and trained on by the NC Justice Academy. We routinely seek feedback from the FTOs and the trainees to evaluate the program and to ensure that it is addressing our changing police culture.

Pillar Six: Officer Wellness & Safety

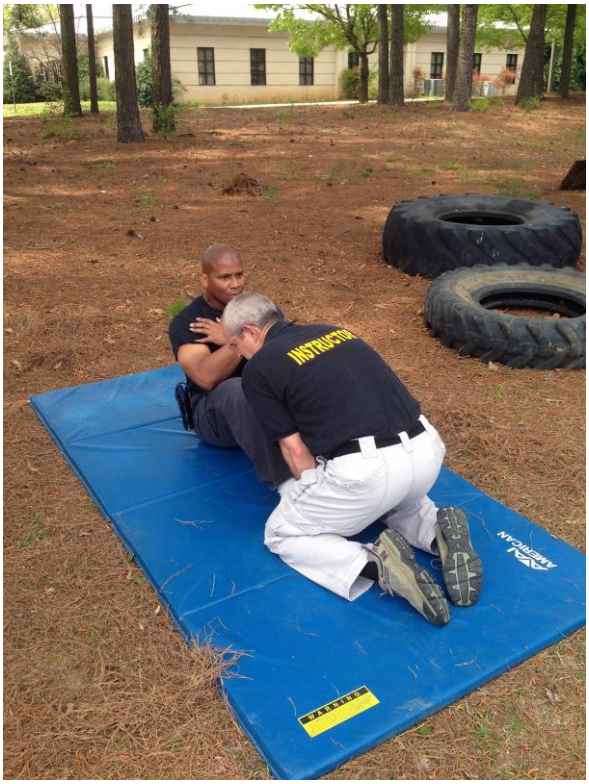
The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also to public safety.

An officer whose capabilities, judgment, and behavior are adversely affected by poor physical or psychological health not only may be of little use to the community he or she serves but also may be a danger to the community and to other officers.

CURRENT EFFORTS AND FOCUS AREAS GOING FORWARD

6.2 Law enforcement agencies should promote safety and wellness at every level of the organization.

In 2012 we implemented a mandatory fitness requirement for all sworn officers, requiring completion of the North Carolina Police Officer Physical Abilities Test (POPAT) twice every year as a job requirement. The POPAT test is a validated essential job function test for law enforcement officers in North Carolina that simulates physical activities law enforcement officers could expect to encounter in the performance of their duties.



We currently allow on-duty personnel to exercise for up to one hour each workday (so long as staffing and workload allow for it).

Our new police department headquarters, which opened in December 2015, includes an exercise facility that is available to our employees 24 hours a day. We have trained fitness

instructors who offer fitness and skills training sessions as requested to department employees. We also offer combined fitness and defensive tactics classes.

The Town of Garner also has an ongoing fitness and wellness initiative that includes police department employees; our employees participate in the Blue Cross / Blue Shield "Healthy Way" program and have access to other support through the Town's contracted Employee Assistance Program provider.

We will continue to provide support and training to our employees aimed at improving their POPAT performance; we will particularly focus on our supervisors improving their collective performance to serve as role models for others in the department.

We will continue to collaborate with our Town Human Resources Department on employee physicals; we currently encourage annual physicals but should move to a mandated annual physical at no cost to the employee.

Our department has an active volunteer chaplain program as a means of providing additional support and the opportunity for counseling for our employees when appropriate or necessary.

We will identify appropriate department personnel to receive the "Train the Trainer" module for the "Below 100" training program so we can in turn provide that training to all our sworn personnel. This is an officer safety training initiative aimed at reducing line-of-duty deaths below 100 each year.

We will identify appropriate department personnel to receive training on police suicide in order to then share appropriate suicide awareness and prevention information with all our employees.

6.4 Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

Each of our sworn law enforcement officers is provided with an anti-ballistic vest (i.e. soft body armor). We also provide our Special Response Team ("SRT" or "SWAT") operators with heavy body armor that provides additional protection during high-risk operations.

We are in the process of purchasing ballistic helmets to be issued initially to all first responders and then to all sworn personnel over time to provide them with additional ballistic protection.

Each of our sworn officers is provided with an individual tactical first aid kit in a "go" bag that can be slung over the officer's shoulder for immediate access in a critical incident. Each of our sworn officers is also issued a tourniquet for life-saving use if necessary.

6.5 The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and "near misses."

We currently have detailed and thorough data on use of force, but need to focus on ensuring that we are accurately tracking "near misses" and that we are prepared to share that information once formal tracking begins at the state and/or federal level.

6.6 Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

Our department policy on vehicle operation (GPD 420.01 – Patrol Vehicles) requires that all occupants wear a seat belt anytime a Town vehicle is in operation. This is more

restrictive than North Carolina General Statute which provides an exemption for law enforcement officers.

Our department policy (GPD 410.01 – Uniforms / Equipment for Officers) mandates that all sworn officers in uniform wear their issued body armor (regardless of rank or assignment) and requires all other sworn officers to have their body armor immediately accessible when on-duty. We also require employees (trainers and trainees) to wear their body armor during all firearms training.

Our department policies (GPD 820.05 – Escorts, GPD 830.05 – Traffic Direction and Control, and GPD 830.07 – Traffic Checking Stations) also mandate the use of reflective traffic safety vests anytime that an employee is outside their vehicle at a crash scene, at a traffic checking station, or otherwise in the roadway for an extended period of time. We issue a special uniform shirt with built-in reflective material to our traffic safety officers for daily use to enhance their safety during traffic stops and other work in and near the roadway.

Addendum 1

Summary of Action Steps by Pillar

Pillar One: Building Trust and Legitimacy

1.1 Law enforcement culture should embrace the guardian mindset and the need for procedural justice as the guiding principle.

We will continue to stress procedural justice "as the guiding principle for internal and external policies and practices" among all our staff. This will be accomplished through policy development, training, and day-to-day role modeling and discussion.

This will be an ongoing effort coordinated by the Chief of Police; it will be evaluated as part of our annual reporting and review process.

1.2 Acknowledging the role of policing in past and present injustice and discrimination and the hurdle it represents in promoting community trust.

We will continue to reach out to community leaders and organizations to maintain an ongoing dialogue regarding community-police relations and to identify ways we can continue to work to overcome any negative impact on community trust of the police.

This will be an ongoing effort coordinated by the Chief of Police; it will be evaluated as part of our annual reporting and review process.

1.3 A culture of transparency and accountability is needed to build trust and legitimacy.

Our new Town of Garner website went live in June 2016; we will be providing public access to all of our policies via the new website.

The Administration Bureau commander will ensure that our policies are available online no later than December 31, 2016.

1.4 Law enforcement agency internal legitimacy should be promoted through procedural justice.

We will examine sources in our department that promote or take away internal police legitimacy. As noted in the task force report, "An agency work environment in which officers do not feel they are respected, supported, or treated fairly is one of the most common sources of stress. And research indicates that officers who feel respected by their supervisors are more likely to accept and voluntarily comply with departmental policies." We will emphasize sources that promote police legitimacy and we will work to reduce or eliminate sources that take away from police legitimacy.

This will be an ongoing effort coordinated by the Chief of Police; it will be evaluated as part of our annual reporting and review process.

1.42 Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

We will maintain our emphasis on a consistent, fair, and transparent approach to internal affairs. We will communicate openly both externally and internally to the extent the law allows in North Carolina.

This will be an ongoing effort coordinated by the Chief of Police; it will be evaluated as part of our annual reporting and review process.

1.5 Positive non-enforcement activities will promote public trust, particularly in communities that typically have high rates of investigative and enforcement involvement with government agencies.

We will continue to expand our social media presence to ensure that we are proactively reaching out to all segments of the community to educate and build community trust.

This will be an ongoing effort coordinated by the Operations Bureau Commander; it will be evaluated as part of our annual reporting and review process.

1.5.3 Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

We will continue to support the development and expansion of the PAAL program, we will support employee involvement in community activities, events, and organizations.

The Chief of Police will ensure continued support of PAAL and employee involvement in the community.

We will work toward having all first responders CIT trained.

The Patrol Division Commander will implement a plan to have all our first responders CIT trained within their first twenty-four months of employment (we feel it is best to have the officers with some practical experience to better integrate the CIT training program). We will have all of our current officers that meet the experience requirement CIT trained by 2018.

1.6 Law enforcement agencies should consider the impact that crime-fighting strategies have on public trust.

We will include consideration of all LEO activities and their impact on the community in terms of public trust; this will be documented as part of our annual report beginning with the 2016 annual report.

The Administration Bureau Commander will include consideration of all LEO activities and their impact on the community in terms of public trust; this will be documented as part of our annual report beginning with the 2016 annual report (which will be released no later than June 30, 2017).

1.8 Law enforcement agencies should strive to create a diverse workforce across race, gender, language, life experience, and cultural background to improve understanding with all communities.

We will work collaboratively with the Town Human Resources Department to evaluate all employee benefits and to compare what we can offer with those we are competing with for the limited pool of diverse candidates.

This will be an ongoing effort coordinated by the Chief of Police; it will be evaluated as part of our annual reporting and review process.

1.8.5 Law enforcement agencies should be encouraged to explore more flexible staffing models.

We anticipate adding additional sworn staffing in upcoming budget cycles based on community growth. As we add patrol staff, we will give consideration to different staffing schedules and options to make us more attractive as a potential employer to a diverse pool of candidates who may not be suited for or interested in more traditional work schedules.

The Chief of Police will consider alternative scheduling when we implement additional staff; this is currently anticipated to occur in January 2017, so this will occur by December 31, 2016.

1.9 Law enforcement agencies should build relationships based on trust with immigrant communities.

We are currently in discussion with an organization based in Wake County, Si A Las Licencias NC, to establish an ongoing partnership and open line of communication.

The Chief of Police follow-up with this group no later than December 31, 2016 to conduct a discussion regarding a potential partnership.

Pillar Two: Policy and Oversight

2.2.5 Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

We will be working to amend our Internal Affairs Manual to specifically address the release of information related to use of force incidents in order to enhance our transparency.

The Administration Bureau Commander will add specific guidelines to our Internal Affairs Manual no later than December 31, 2016.

2.7 Law enforcement agencies should create policies and procedures for policing mass demonstrations that are designed to minimize the appearance of a military operation and avoid undermining civilian trust.

We will continue to seek out opportunities to cross-train with other law enforcement agencies in Wake County to ensure that we are prepared for mass demonstrations and to ensure that we have similar policies and procedures to avoid individual or collective actions undermining civilian trust.

This will be an ongoing effort coordinated by the Support Services Division Commander; it will be evaluated as part of our annual reporting and review process.

2.11.1 One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, officer, or board. These cards would be easily distributed in all encounters.

We will consider the issuance of business cards with specific language related to providing individuals information on how to offer suggestions or commendations or to file complaints.

The Administration Bureau Commander will coordinate the language to be included and will ensure employees have access to these business cards no later than December 31, 2016.

2.12 Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations.

We will establish a committee to review these policies, we will seek legal guidance from our Police Attorney, and we will update our policies to establish search and seizure procedures related to LGBTQ populations.

The Chief of Police will convene an internal committee (with the possibility of including citizens over time) to research this issue and make a recommendation on a policy. The committee's initial report back will be due no later than December 31, 2016 with implementation of a policy no later than March 31, 2017.

2.13 Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity / expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

We will review our policies and our training and make any changes necessary to ensure that we specifically include all identified categories of persons in our policies.

The Chief of Police will ensure that our Department policy is updated no later than December 31, 2016.

Pillar Three: Technology & Social Media

3.2.2 Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

It is our intention to review our policy and equipment for body worn cameras with the public when we make that transition in the coming months.

When we receive funding and permission to implement body worn cameras, the Administration Bureau Commander will implement an evaluation process that will include internal and external comment and feedback through open meetings and online feedback. Assuming this funding and approval comes with the FY'17 budget, we will complete these feedback sessions no later than June 30, 2017.

3.2.3 Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

We will conduct research to make sure our future technology purchases are designed to aid as many special needs or disabilities as practical. This will include our participation in regional purchases, such as the Raleigh Wake Emergency Communications Center's acquisition of a new CAD product.

This will be an ongoing effort coordinated by the Administration Bureau Commander; it will be evaluated as part of our annual reporting and review process.

3.5 Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increase community trust and access.

As new methods become available and/or grow in popularity, such as Instagram, Periscope, or similar services, we will research using them in addition to, or to replace ongoing services. This will be done in conjunction with ongoing workload analysis.

This will be an ongoing effort coordinated by the Operations Bureau Commander based on emerging technologies and available staff time and will minimally be reviewed on an annual basis.

Pillar Four: Community Policing & Crime Reduction

4.4.2 Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

Although we regularly interact with our faith leaders, we do not currently have a formal or structured method of communication with faith leaders in the Garner community. We will work with the faith community to discuss meaningful interaction going forward.

The Support Services Division Commander will coordinate a community meeting no later than December 31, 2016 involving faith leaders and department representatives to discuss this concept further.

4.5.1 Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

We will continue to schedule community meetings in the future to allow interested citizens and business owners the opportunity to interact with us and to help influence programs and policy.

The Chief of Police will schedule semi-annual open community forums, with the first coming no later than December 31, 2016.

Pillar Five: Training & Education

5.6.1 Because of the importance of this issue, Congress should appropriate funds to help support law enforcement Crisis Intervention Training.

We will continue to train additional officers through the CIT program and will participate in the newly develop CIT for Veterans program in Wake County.

As noted in 1.5.3, the Patrol Division Commander will implement a plan to have all our first responders CIT trained with their first twenty-four months of employment (we feel it is best to have the officers with some practical experience to better integrate the CIT training program). We will have all of our current officers that meet the experience requirement CIT trained by 2018.

We support the inclusion of CIT training in recurring in-service training.

The Chief of Police will support any effort to include in-service CIT training as an option for annual in-service training through the state.

5.9.1 Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

We will research a means to include input and assistance from advocacy groups for future implicit bias and cultural responsiveness training sessions.

The Administration Division Commander will reach out to relevant advocacy groups to establish a working relationship and to create opportunities for training to reduce bias and improve officer awareness. We will take this action no later than June 30, 2017.

5.9.2 Law enforcement agencies should implement training that covers policies for interactions with the LGBTQ community, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

We will research training options and review our policies to ensure that our employees are provided with appropriate guidance and training for interactions with the LGBTQ community.

As noted in 2.12, the Chief of Police will convene an internal committee (with the possibility of including citizens over time) to research this issue and make a recommendation on a policy. The committee's initial report back will be due no later than December 31, 2016 with implementation of a policy no later than March 31, 2017.

We will research training options and review our policies to ensure that our employees are provided with appropriate guidance and training for interactions with the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups.

This issue will be addressed in conjunction with the committee addressed above.

Pillar Six: Officer Wellness & Safety

6.2 Law enforcement agencies should promote safety and wellness at every level of the organization.

We will continue to provide support and training to our employees aimed at improving their POPAT performance; we will particularly focus on our supervisors improving their collective performance to serve as role models for others in the department.

This will be an ongoing effort coordinated by the Chief of Police; it will be evaluated as part of our annual reporting and review process.

We will continue to collaborate with our Town Human Resources Department on employee physicals; we currently encourage annual physicals but should move to a mandated annual physical at no cost to the employee.

The Chief of Police will work with the Town HR Department to research the possibility of mandatory annual sworn employee physicals no later than June 30, 2017.

We will identify appropriate department personnel to receive the "Train the Trainer" module for the "Below 100" training program so we can in turn provide that training to all our sworn personnel. This is an officer safety training initiative aimed at reducing line-of-duty deaths below 100 each year.

The Administration Division Commander will ensure that we have at least one sworn employee complete the train the trainer module no later than June 30, 2017. We will present a Below 100 class internally no later than December 30, 2017.

We will identify appropriate department personnel to receive training on police suicide in order to then share appropriate suicide awareness and prevention information with all our employees.

The Administration Division Commander will ensure that we have at least one sworn employee complete appropriate training on police suicide no later than June 30, 2017. We will present a police suicide awareness class internally no later than December 30, 2017.

6.5 The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and "near misses."

We currently have detailed and thorough data on use of force, but need to focus on ensuring that we are accurately tracking "near misses" and that we are prepared to share that information once formal tracking begins at the state and/or federal level.

The Administration Bureau Commander will conduct research on how to best track "near misses" and officer injuries to be included in our annual data report and review. We will implement tracking and analysis of "near misses" and officer injuries no later than June 30, 2017.

Addendum 2

Summary of Action Steps by Timeline

Actions to be taken by December 31, 2016

1.3 A culture of transparency and accountability is needed to build trust and legitimacy.

Our new Town of Garner website went live in June 2016; we will be providing public access to all of our policies via the new website.

The Administration Bureau commander will ensure that our policies are available online no later than December 31, 2016.

1.8.5 Law enforcement agencies should be encouraged to explore more flexible staffing models.

We anticipate adding additional sworn staffing in upcoming budget cycles based on community growth. As we add patrol staff, we will give consideration to different staffing schedules and options to make us more attractive as a potential employer to a diverse pool of candidates who may not be suited for or interested in more traditional work schedules.

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The Chief of Police follow-up with this group no later than December 31, 2016 to conduct a discussion regarding a potential partnership.

2.2.5 Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

We will be working to amend our Internal Affairs Manual to specifically address the release of information related to use of force incidents in order to enhance our transparency.

The Administration Bureau Commander will add specific guidelines to our Internal Affairs Manual no later than December 31, 2016.

2.11.1 One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, officer, or board. These cards would be easily distributed in all encounters.

We will consider the issuance of business cards with specific language related to providing individuals information on how to offer suggestions or commendations or to file complaints.

The Administration Bureau Commander will coordinate the language to be included and will ensure employees have access to these business cards no later than December 31, 2016.

2.12 Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations.

We will establish a committee to review these policies, we will seek legal guidance from our Police Attorney, and we will update our policies to establish search and seizure procedures related to LGBTQ populations.

The Chief of Police will convene an internal committee (with the possibility of including citizens over time) to research this issue and make a recommendation on a policy. The committee's initial report back will be due no later than December 31, 2016 with implementation of a policy no later than March 31, 2017.

2.13 Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity / expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

We will review our policies and our training and make any changes necessary to ensure that we specifically include all identified categories of persons in our policies.

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4.4.2 Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

Although we regularly interact with our faith leaders, we do not currently have a formal or structured method of communication with faith leaders in the Garner community. We will work with the faith community to discuss meaningful interaction going forward.

The Support Services Division Commander will coordinate a community meeting no later than December 31, 2016 involving faith leaders and department representatives to discuss this concept further.

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We will continue to schedule community meetings in the future to allow interested citizens and business owners the opportunity to interact with us and to help influence programs and policy.

The Chief of Police will schedule semi-annual open community forums, with the first coming no later than December 31, 2016.

5.9.2 Law enforcement agencies should implement training that covers policies for interactions with the LGBTQ community, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

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This issue will be addressed in conjunction with the committee addressed above.

Actions to be taken by June 30, 2017

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Actions to be taken by the end of 2018

1.5.3 Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

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We support the inclusion of CIT training in recurring in-service training.

The Chief of Police will support any effort to include in-service CIT training as an option for annual in-service training through the state.

Actions to be taken on an ongoing basis

1.1 Law enforcement culture should embrace the guardian mindset and the need for procedural justice as the guiding principle.

We will continue to stress procedural justice "as the guiding principle for internal and external policies and practices" among all our staff. This will be accomplished through policy development, training, and day-to-day role modeling and discussion.

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1.8 Law enforcement agencies should strive to create a diverse workforce across race, gender, language, life experience, and cultural background to improve understanding with all communities.

We will work collaboratively with the Town Human Resources Department to evaluate all employee benefits and to compare what we can offer with those we are competing with for the limited pool of diverse candidates.

This will be an ongoing effort coordinated by the Chief of Police; it will be evaluated as part of our annual reporting and review process.

2.7 Law enforcement agencies should create policies and procedures for policing mass demonstrations that are designed to minimize the appearance of a military operation and avoid undermining civilian trust.

We will continue to seek out opportunities to cross-train with other law enforcement agencies in Wake County to ensure that we are prepared for mass demonstrations and to ensure that we have similar policies and procedures to avoid individual or collective actions undermining civilian trust.

This will be an ongoing effort coordinated by the Support Services Division Commander; it will be evaluated as part of our annual reporting and review process.

3.2.3 Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

We will conduct research to make sure our future technology purchases are designed to aid as many special needs or disabilities as practical. This will include our participation in regional purchases, such as the Raleigh Wake Emergency Communications Center's acquisition of a new CAD product.

This will be an ongoing effort coordinated by the Administration Bureau Commander; it will be evaluated as part of our annual reporting and review process.

3.5 Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increase community trust and access.

As new methods become available and/or grow in popularity, such as Instagram, Periscope, or similar services, we will research using them in addition to, or to replace ongoing services. This will be done in conjunction with ongoing workload analysis.

This will be an ongoing effort coordinated by the Operations Bureau Commander based on emerging technologies and available staff time and will minimally be reviewed on an annual basis.

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