

To the members of the community,

For the past three years, the Pittsburgh Bureau of Police has collaborated with the National Initiative for Building Community Trust and Justice (NI). The NI is a partnership between the U.S. Department of Justice, the Justice Collaboratory at Yale Law School, the Urban Institute, and the Center for Policing Equity, all coordinated by the National Network for Safe Communities at John Jay College of Criminal Justice (NNSC).

The NI began in 2014 to repair relationships between communities and police, under an initial \$4.75M grant from the Department of Justice. Of the cities across the nation considered for partnership, six were selected for their willingness and capacity to engage with the project: Stockton, CA; Gary, IN; Fort Worth, TX; Birmingham, AL; Minneapolis, MN, and Pittsburgh, PA.

The NI's interventions rest on three fundamental pillars:

- (1) Fostering **reconciliation**: frank engagements between minority communities and law enforcement to address historical tensions, grievances, and misconceptions that contribute to mutual mistrust and misunderstanding and prevent police and communities from working together.
- (2) Enhancing **procedural justice**: the way police interact with the public, and how those interactions shape the public's views of the police, their willingness to obey the law, and their engagement in co-producing public safety in their neighborhoods.
- (3) Reducing the impact of **implicit bias**: the automatic associations individuals make between groups of people and stereotypes about those groups, and the influence it has in policing.

Since spring 2015, the Pittsburgh Bureau of Police (PBP) has demonstrated its commitment to sustaining the long-term goals of the NI by embracing these three pillars and the interventions that support them, including the Group Violence Intervention (GVI). We look forward to continuing the challenging but rewarding work of embedding these policies, practices, and philosophies throughout our department—both for the long-term betterment of our organization and for the communities we serve.

### **Procedural justice and implicit bias**

The pillars of procedural justice (PJ) and implicit bias (IB) are closely linked, which Pittsburgh has reflected through its customized procedural justice training. The majority of the department has already participated in all three 8-hour trainings on procedural justice and implicit bias, and all new recruits will be cycled through as well. Further, Pittsburgh is proud to be the first NI city to roll out a community-facing implicit-bias training. We have collaborated with the Center for Policing Equity to train community members to co-facilitate and teach these sessions alongside PBP officers. This full-day session, led by Commander Lando and Officer Jeff Upson, took place on Wednesday June 28<sup>th</sup>, 2017 at the Police and Community Summer Institute. "PJ3-Community", as it's often referred to, helps advance the conversations had in officer trainings by including community members, while also developing community awareness and buy-in into PBP's trust-building work.

In a move celebrated by PBP leadership and the NI team, Officer Jeff Upson was recently appointed to a full-time position at the Academy to continue helping shepherd Pittsburgh's procedural justice work in the long-term. He and the rest of the PJ team will continue to work with Lieutenant Matthew Lackner to integrate procedural justice into all trainings and evaluations. For example, some of this early work will involve Sergeant Caytlin Wood in her new role as the Field Training Officer (FTO) supervisor, as she will work with Officer Upson to incorporate procedural justice language into FTO training and the Standardized Evaluation Guidelines used by FTOs in recruit evaluations.

Pittsburgh trainers have increasingly been recognized as state and regional leaders in trust-building. The PBP is working with the Pennsylvania Municipal Police Officers' Education and Training Commission (MPOETC) to spread procedural justice training statewide. Within the city, PBP has trained the Port Authority Police, and other law enforcement agencies. Beyond Pittsburgh, a contingent of officers traveled in early July to the nationally renowned Cleveland Clinic in Cleveland, OH to train surgeons and law enforcement officers in procedural justice.

Nonetheless, training is just one component of our efforts to drive the long-term sustainability of this trust-building work. Another is considering policy through this lens. The Justice Collaboratory at Yale Law School has compiled and shared the "Model Policies for Procedurally Just Policing", a document outlining in detail various policies and practices that can be used to operationalize the principles of procedural justice, while helping to increase police legitimacy in the community. A small committee led by Assistant Chief Larry Sciroto are leading translation of these recommendations into action. So far, this consists of putting the department on track to have all policies online by the end of 2017, identifying 26 department policies to be revised under the framework of procedural justice, working to develop a clear and consistent policy on de-escalation, and more.

The PBP is also committed to developing "internal procedural justice": policies, structures, and practices that create a supportive department culture in which officers can thrive. To that end, the PBP has created several resources for officers. Master Police Officer Patricia Poloka the PBP Employee Wellness and Resource Coordinator (EWRC) promotes officer physical, mental, and professional wellbeing. The EWRC hopes to achieve this by encouraging officer professional development; monitoring conditions that may affect officer safety, wellness, or job performance; creating a space for PBP officers to express their frustrations or concerns without negative repercussions; and opening a direct line of communication between Chief Schubert and the rest of the bureau. The Pittsburgh Member's Assistance Program (PMAP) also provides personal crisis intervention and support for officers. While the PBP continues working to embed procedural justice principles throughout the department, the Center for Policing Equity will conduct climate surveys to gain insight into officers' attitudes and behaviors.

### **Reconciliation and Building Trust with Marginalized Populations**

In an earnest effort to encourage open communication between community members and the police, acknowledge grievances, and rebuild trust, the PBP has worked with the NI to design a robust reconciliation framework: promoting neighborhood policing, as well as active outreach to the city's most vulnerable communities.

The NI is working with the PBP to adapt its framework for police-community reconciliation to be run through a newly established group of 18 “neighborhood-specific officers” under the supervision of Assistant Chief Anna Kudrav and with the assistance and support of NI Site Liaison Commander Eric Holmes. Each of the six police zones will deploy three of these officers with instructions to solve problems identified by the specific communities in which they serve. PBP leadership is working with the NI team to operationalize this goal through a “listening session” model that facilitates the type of frank but respectful conversations needed to move toward a more productive and collaborative relationship. Ultimately, lessons learned through these sessions will filter back into the internal policy review process, in addition to localized operational collaborations to improve public safety.

Although this neighborhood-specific partnership represents the PBP’s first formal realization of the NI’s reconciliation model, significant strides have been made to directly engage and build trust with Pittsburgh’s most vulnerable communities. For local youth, the Downtown Safety Coalition—a partnership between the PBP, Tamara Collier from the US Attorney’s Office, Pittsburgh Public Schools Police Department, local public and charter schools, nonprofits, the Mayor’s Office, Outreach organizations, and concerned citizens helps ensure the safety of the approximately 1,200 students who travel through downtown each day for school, promote positive interactions with law enforcement, and minimize disruption to the city.

Commander Jason Lando has held focus conversations to listen to the concerns of the city’s young people who are so often unfortunately impacted by violent crime, and to promote dialogue between them and law enforcement. This year, Commander Lando and the PBP were personally invited to the Greater Pittsburgh Coalition Against Violence’s Anti-Violence Youth Summit in the Hill District on March 8. This invitation was based not only on our conversations with youth at the 2016 summit, where young people expressed a commitment to reducing violence and hope for positive change, but also on widespread support for our ongoing community policing efforts.

Connecting with immigrant and refugee communities has also been a key priority for the PBP. Without a positive relationship with law enforcement, members of these communities may not feel comfortable reporting local crimes, which is damaging both to their safety and to the work of law enforcement. The PBP aims to help educate immigrant communities on their legal rights, personal safety, and how to interact effectively with law enforcement.

To improve interactions with LGBTQIA+ communities, the PBP is working with the PERSAD Center on collaborative training initiatives, such as the Sexual Orientation Gender Identity and Expression trainings. As part of Working Together LGBTQIA+, the PBP has joined various local government agencies and members of the LGBTQIA+ community to reform policies at the Allegheny County Jail. ACJ has since updated its policy on housing transgender individuals, and is currently revising its intake questionnaire to better identify LGBTQIA+ individuals and address their safety concerns while in custody.

In order to assess overall community member perceptions of and attitudes towards crime and police, the Urban Institute has been surveying residents from Pittsburgh most crime-stricken neighborhoods. Their latest round of community surveys will be a follow-up from the baseline survey they conducted in fall 2015, during which residents expressed overwhelming support for

obeying the law and willingness to partner with police to solve crime, but only a third supported the police's actions in the community. Data from the latest round will be developed into a final report to show the impact of the NI on the police-community relationship.

Deputy Chief Thomas Stangrecki and the Center for Policing Equity (CPE) are working together to complete an internal Climate Survey to gain a better understanding of officers' attitudes about the Pittsburgh Bureau of Police (PBP) and the community they serve. The CPE is currently conducting a site visit to introduce the Climate Survey to the PBP during roll calls using the aid of our Procedural Justice Instructors. After the roll call visits, the survey link will be provided to PBP to complete over the next several weeks.

### **Future of the National Initiative in Pittsburgh**

From procedural justice training and internal policy changes to listening sessions and the Group Violence Intervention, the NI's future in Pittsburgh appears to be full of potential. Together, these many efforts aim to transform our police department and empower the community we serve. The PBP will continue to work with the NI throughout the duration of the project, with the ultimate goal of generating a positive impact that will last well into Pittsburgh's future.

### **Any questions about the National Initiative in Pittsburgh can be addressed to:**

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