



POLICE
PEACE



PEACE OFFICER
TOOLKIT

SPRING 2021



INTRODUCTION

The 'Peace Officer Program' provides police departments with alternatives to the ways they deliver public safety, while helping communities reimagine how they would like policing to be. By drawing from what it means to be a PEACE OFFICER, departments and communities have a community policing alternative they can use for better engagement, creating new channels of communication, building public trust and co-producing public safety. This simple but powerful tool reframes policing in a way that positively shapes both sides: the community and the police.

This Peace Officer Toolkit will help facilitate the following outcomes for police services departments:

- Introduction of Peace Officer markings which signal to the community that the department intends to change
- Dissemination throughout the department what is meant by Peace Officer
- Departmental alignment where policy and practice are filtered through the framework of Peace Officer

QUESTIONS TO ASK UPFRONT

When you desire to introduce a ‘new community policing program’ to your department, there are several questions to ask yourself beforehand which will shape the program and impact your ultimate results.

Here are questions to ask yourself as you begin this stage of the process:

- 1. Do you have an existing community policing program?**
 - a. If yes, what’s working and what isn’t working?
 - b. If no, why not?
- 2. And are you interested in a community policing program?**
 - a. If yes, why?
 - b. If no, why not?
- 3. What are your program objectives?**
 - a. Greater community engagement
 - b. Building public trust
 - c. Creating new channels of communication
 - d. Addressing community grievances
 - e. Enhancing community perception in advance of future problems
- 4. What success metrics are essential to you?**
 - a. Fewer citizen complaints
 - b. Easier attraction and hiring
 - c. Better retention
- 5. What stakeholders will your program be important to?**
 - a. Activist community
 - b. Faith community
 - c. Civic groups
 - d. Business community
 - e. BIPOP community
 - f. Other _____
- 6. How long will your program run for?**
 - a. 6 months
 - b. 12 months
 - c. Other _____
- 7. What initiatives would you like to include in your program?**

Later on, you will have the opportunity to complete a worksheet where you list them

ABOUT THE PROGRAM

The Peace Officer Program helps foster better engagement, create new channels of communication, build public trust and co-produce public safety with the community by introducing Peace Officer markings into the department and community.

We do this using the unique principles of Peace Officer.

What is a Peace Officer?

A Peace Officer is where the police are as part of the community and the community are as part of the police. It is a new framework of community-oriented policing that focuses on developing relationships with community members. It is a philosophy of full-service policing that is highly personal, where an officer patrols the same area for a period of time and develops a partnership with citizens to identify and solve problems.

What are the key drivers of Peace Officer?

A Peace Officer is one who in the community:

- Prevents conflict
- If there is conflict, helps resolve it
- Diffuses situations
- Aids the defenseless

The Peace Officer approach is by its nature, community-led policing. This means that communities are invited to weigh in on how they would like policing to be in their neighborhood, community and city. As departments around the country work to get things right, Peace Officer is a signal to both the community and officers that the department is focusing on what will change hearts and minds.

What are the benefits of Peace Officer?

Peace Officer is a highly effective way to change the dynamic between a department and their community, while at the same time affecting police culture.

Peace Officer helps citizens feel seen, valued, respected and empowered. Peace Officer also helps departmental alignment around community policing. As a result, Peace Officer affects every aspect of a department, including cultural change, procedural change, operational change, and departmental alignment.

Peace Officer, in turn, drives better community engagement, such as:

- Better support of police
- Sustaining police resources
- Lowering dissatisfaction
- Increased support when there is an incident and the department and community need to stand together

PROGRAM PLANNING MATERIALS

Program Setup: 2-4 weeks before the program begins:

- Meet with key stakeholders to discuss the program
- Finalize program objectives
- Identify operations points of contact
- Determine timeline for program
- Consider the training to be provided
- Consider the types of communications to the department and the community
- Consider which markings to be changed or introduced
- Consider survey questions to be asked of department and the community

Notes:

SURVEYING STAKEHOLDERS

Survey Phase 1

Week 1

- Police2Peace schedules introductory calls with researchers
- Introductory calls occur with command staff and researchers
- Types of stakeholders to include in surveys are identified

Week 2

- Survey questions are provided by Police2Peace for consideration of use
- Need for translation of survey questions into additional languages is determined
- Command staff considers available questions and question types for inclusion
- Possible survey questions are shared with key community stakeholders for consideration

Week 3 – Week 4

- Command staff finalizes survey questions for department staff and community
- Command staff determines additional languages needed to be translated
- Police2Peace and department agree on method of distribution—online, printed flyers, social media
- Police2Peace has final surveys translated as needed and issues online links.
- Police2Peace prints flyers and develops social media posts
- Start date for Phase 1 Surveys is determined by command staff
- Police2Peace delivers flyers and/or begins social media posts

PROGRAM PLANNING MATERIALS

Peace Officer Rollout

Once the Survey Phase 1 is underway and surveys are being administered, it is time for the development of the markings, timing of the announcement and related programs. Here are examples of program particulars for a 6-month Peace Officer Program:

Month 2

Design and manufacture markings, such as vehicle decals and uniform patches

- Engage decal vendor or uniform vendor to assist with design
- Determine the placement of markings and how many total will be needed
- Finalize the look of markings with stakeholders and command staff
- Place order for markings with decal vendor or uniform vendor

Month 3

- Draft announcements of the Peace Officer program in the form of press releases, social media posts and website articles
- Take photos of vehicles or uniformed officers with new markings for inclusion in announcements
- Schedule the virtual announcement or live event to coincide with the conclusion of the Surveys Phase 1
- Police2Peace will alert you when a sufficient number of responses of all stakeholder types has been received and Phase 1 is near a close

- Hold the virtual announcement or live event when the Survey Phase 1 is closed and the markings are on at least one vehicle or uniformed officer

Months 4-5

- Introduce markings into the department and community by cycling vehicles through the decal vendor or replacing uniforms with new uniforms or patches
- Consider community events such as National Night Out, Coffee with a Cop, town halls, city founder's events, sporting events and holidays where community members gather to show off new markings

Month 6

- Repeat steps for Surveys Phase 1 to conduct Surveys Phase 2
- Continue Phase 2 surveys until notified that sufficient responses have been received

Program Completion

- Police2Peace and research team compiles all survey results
- Department receives a final report on the Peace Officer Program

PROGRAM PLANNING MATERIALS

Engaging Stakeholders

The following steps will help build engagement for your program:

- Inform community stakeholders and department influencers in your organization. Invite them to review the program with their supporters prior to rolling out.
- Identify community influencers with the help of key stakeholders and personally invite them to review the program.
- Generate excitement with a broad announcement about the program.
- Circulate an official invitation to Surveys with a link to the online survey platform. Set expectations for survey results deadlines.
- Hold an informational session to discuss benefits of the program and the basics of Peace Officer within the department
- Invite stakeholders to the program and prepare for survey participation.

THE PEACE OFFICER PROGRAM

Creating Buy-in

We crafted a set of emails and graphics you can use with your community in order to promote engagement for your Peace Officer Program.

- **The Survey Awareness Email:**
Make your organization and community members aware of the upcoming surveys. It is just for awareness, and therefore, shouldn't contain a URL to your program's survey page.
- **The Community Survey Participation Email:**
Entice and excite responses. This email should be sent to community leaders, stakeholders you identify as potential influencers
- **The Department Survey Participation Email:**
Create excitement among department staff and entice them to support the program
- **The Survey Participation Reminder Email 1 and Email 2:**
Urge last minute survey participation to complete the surveys. When you are crafting your message, focus on what information is most important for you to learn from each type of survey respondent.

How to inspire community members:

- **Inspire!** Explain benefits of Peace Officer
- **Why?** Explain department and program objectives
- **Who?** Key stakeholders and community influencers
- **Goals?** Transparent & clear objectives

How to inspire department staff:

- **Inspire!** Explain advantages of Peace Officer
- **Why?** Explain organization objectives
- **How?** Confirm the program doesn't diminish any of the work already being done to control crime
- **Goals?** Transparent & clear objectives

BENEFITS OF THE PEACE OFFICER PROGRAM

The Benefits

Peace Officer is a highly effective way to reframe policing in a way that positively shapes both the department and community—including community leaders, civic leaders, faith leaders and under-represented groups.

Peace Officer is a culture change initiative that doesn't diminish any of the reform changes the department may have under way or planned.

It is a framework which can be used within how any department already operates to begin to change for the purpose of:

- Hiring
- Promoting
- Retaining
- Rewarding

In today's world, departments are increasingly focused on who they want to be officers because that makes all the difference in the future as the community begins to engage with those officers. Peace Officer inspires police leaders to create a set of articulated, written-down competencies outlining just who they want in their department, what their values are and commitment that officers who are hired will have values which match the community they are going to serve. Introducing the Peace Officer approach is a powerful first step to doing this.

Additional benefits for both departments and communities

Interacting with different types of people

Peace Officer helps create better community engagement by giving officers the opportunity to strike up conversations with community members over what it means to be a Peace Officer. On the fender of a vehicle, the words are just about the height of a 5-year child.

Officers will be able to interact with a variety of different types of community members, civic leaders and stakeholders which encourages thinking in new ways and broadening horizons.

Learning for the future

The Peace Officer Program introduces officers to community policing using a new framework of peace, which will then allow them to consider their role in the community as being that of keeping the peace.

Feedback

The Peace Officer Program fosters a feedback culture, where community members and officers are asked for their views on a variety of issues. This helps stakeholders become more receptive and trusting of feedback, and better able to accept it and apply it.

CONCLUSION

By introducing the words 'PEACE OFFICER' into the department and community, a new framework exists that positively shapes both the community and the police. It's a community policing initiative that doesn't diminish any of the reform changes which a department may have underway or planned, nor does it diminish any of the work its officers are doing to control crime.

Instead, it's a framework through which every policy and practice can be filtered, including recruiting, hiring, training, promoting, rewarding and retention.

Broadly speaking, the phases are:

- Administer Surveys Phase 1
- Roll Out Peace Officer Markings
- Administer Surveys Phase 2
- Receive Final Report

The 'Peace Officer Program' does not end at the report. To maintain a healthy community policing framework, you will need to continue to use tools at your disposal to stimulate participation and continuing buy-in. In addition, think of ways you can stimulate department and community-wide excitement about the program and the benefits of Peace Officer. Emails, newsletters, videos and testimonials are all good ways to maintain excitement.

You can even follow on the Peace Officer Program with these programs to continually generate buy-in, such as:

- Cognitive Resilience Training
- Police-Community/Youth Dialogues

And community programs including:

- Community Feedback Loop
- 7 Simple Steps for Positive Policing
- Walk With Us

These programs may come in handy when creating a Peace Officer Program at your department.

Begin developing yours today!

You now have the tools, tips and worksheets to consider developing your own Peace Officer's Program.

If you have any questions about starting your own Peace Officer Program using Police2Peace, or enriching your existing program, feel free to visit police2peace.org or give us a call at 928.852.4240.

Engage your community today with Police2Peace.



POLICE 2 PEACE

Police2Peace is a national, nonpartisan nonprofit organization that is operationalizing a framework of community policing rooted in the idea of police officers becoming peace officers. Police2Peace's mission is to be a trusted source of ideas, strategies, programs and policies for positive change in policing for departments, municipalities, the federal government and civil society. As a solutions-driven organization, Police2Peace brings expertise to departments that are redefining, reimagining and advancing policing in America for the purposes of cultural, procedural and operational change and departmental alignment. Police2Peace is a U.S. domestic nonprofit corporation having a 501 (c)(3) status with the IRS.

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