



THE INSTITUTE FOR MUNICIPAL & REGIONAL POLICY @ UCONN PRESENTS:

CONNECTICUT POLICE TRANSPARENCY & ACCOUNTABILITY
**IMPLEMENTATION
GUIDEBOOK**

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INTRODUCTION

TASK FORCE MEMBERS

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The CT Police Transparency and Accountability Task force was created as part of **Public Act 19-90** to specifically examine:

1. Police officer interactions with individuals with a mental, intellectual, or physical disability
2. The feasibility of police officers who conduct traffic stops issuing a receipt to each stopped individual that includes a reason for the stop and records the demographic information of the person being stopped.
3. Any other police officer and transparency and accountability issue the task force deemed appropriate.

The Task Force held their first meeting in January 2020, and agreed to use President Obama's 21st Century Policing Task Force Report and Implementation Guide to form the basis for the Task Force work.

Public Act 20-1 amended the mandate of the Task Force and provided an additional year for them to complete their work. Their expanded priorities include:

1. Strategies communities can use to increase minority police officer recruitment, retention and promotion
2. Strategies communities can use to increase female police officer recruitment, retention, and promotion
3. The merits and feasibility of requiring (a) police officers to procure and maintain professional liability insurance as an employment condition or (b) a municipality to maintain the insurance on its officers' behalf.
4. Establishing laws for primary and secondary traffic violations

5. Establishing a law that requires police traffic stops to be based on enforcing a primary traffic violation
6. Reviewing the requirements for a police officer to execute a search and seizure warrant to enter a residence without giving audible notice of the officers' presence, authority, and purpose before entering- including address verification procedures and any documentation the officer should leave for residents where the warrant was executed. The review should include the laws and procedures in CT and other states.
7. Reviewing how a professional bondsman, surety bail bond agent, or a bail enforcement agent takes into custody the principal on a bond (fugitive) who failed to appear in court and for whom a re- arrest warrant or capias was issued, including the address verification process and whether any documentation is left with a resident where the warrant was executed. The review should include the laws and procedures in CT and other states
8. Whether any of the grounds for revoking or cancelling a police officer's certification should result in a mandatory, rather than a discretionary, revocation or cancellation by the POSTC.

To complete it's work, the Task Force developed three subcommittees:

- 1. Public Awareness**
- 2. Improving Police Interactions with the Disability Community**
- 3. Logistics**

The full Task Force met 27 times, and the subcommittees met more than 65 times over 2 years. The Task Force hosted 14 public listening sessions and partnered with the Connecticut Bar Association's Policing Task Force to provide practical suggestions for consideration. Other partners included POSTC, UCONN Insurance Law Center, CHRO, Office of the Attorney General, police unions, and other subject matter experts.

The Task Force published their final report in January 2022 which included

- 13 recommendations for **legislative** consideration
- 11 recommendations for **POSTC/DESPP** consideration
- 9 recommendations for **municipal** consideration
- 3 detailed reports in response to legislative mandates

The Task Force's final report in its entirety can be found [here](#).

MAJOR THEMES

Universally agreed by all members was the utilization of President Obama’s 21st Century Policing Task Force Final Report to form the basis from which the task force can systematically address police transparency and accountability. The 21st Century Policing report lays out 6 pillars that form the foundation for change. On June 16, 2020, the Task Force adopted a list of 22 preliminary priorities and recommendations organized under the 6 pillars.

1. Training & Education
2. Building Trust & Legitimacy
3. Technology & Social Media
4. Policy & Oversight
5. Community Policing & Crime Reduction
6. Officer Wellness & Safety

THE GUIDEBOOK

During the final meetings of the Task Force, members and staff expressed interest in keeping the work alive in the form of an implementation guidebook. This guidebook will exist as a living document and will serve as a resource for all relevant stakeholders committed to moving the recommendations of the task force into concrete action. It will include specific ideas for implementation, action steps, and examples of successful applications of the recommendations from CT and across the country. This document will serve to catalyze change and to help move the recommendations from abstract theory to real, measurable change in how policing is approached for not only the safety of officers and the communities they serve but also to help rebuild and repair relationships between them.

In addition to all of the guidance provided in this document, it is essential for all relevant stakeholders to create and participate in opportunities for **listening** and **building relationships** with each other, and to help **monitor and measure** the status and progress of the recommendations.

MOVING FROM RECOMMENDATIONS TO ACTION

Local elected and appointed government officials, individual departments and municipalities, and POST Council/DESPP are a three-legged stool in the effort to implement the task force recommendations from the final report. Each leg must be in place to support a comprehensive approach to reduce crime and build trust and legitimacy. Success in a community will require collaboration and partnerships among these three groups. Importantly, some recommendations may be acted upon by more than one of the key stakeholders we've identified, and we will provide examples of what that looks like. The following section will outline which recommendations pertain to which group and how action can be taken.

LEGISLATIVE ACTION

Legislative action is essential to the implementation of several Task Force recommendations. One of the multiple responsibilities local government officials – those whom are elected or are appointed - have to constituents they represent is ensuring protection for their communities. This particular duty entails ongoing dialogue with constituents as well as with subject area experts on topics of public urgency and relevance. In doing so, legislators are better positioned to prepare laws that are empirically grounded and consonant with sound public policy objectives. Moreover, oversight is key to ensure that appropriate and tailored follow-up actions occur subsequent to statutory enactment. In short, mechanisms of oversight provide a way to measure implementation progress.

1. Diversification & Community Involvement Goals-

Amend Connecticut General Statute §7-291B to stipulate diversification and community involvement goals within each law enforcement agency in Connecticut's written directives that are reviewed for accreditation by Commission on Accreditation for Law Enforcement Agencies (CALEA) or the Connecticut Law Enforcement Standards or the POSTC Tiered Accreditation program.

ACTION STEP:

The Institute for Municipal & Regional Policy at UCONN hosted a panel conversation with experts in diversity in policing. Listen to that full conversation [here](#).

ACTION UPDATE:

This recommendation was included in Section 2 of PA 22-114 (HB 5372) "AN ACT CONCERNING PERIODIC BEHAVIORAL HEALTH ASSESSMENTS, POLICE OFFICER RECRUITMENT, SCHOOL RESOURCE OFFICERS, REPORTING OF VIOLATIONS TO THE POLICE OFFICER STANDARDS AND TRAINING COUNCIL, INVESTIGATIONS BY THE INSPECTOR GENERAL, MINIMUM STANDARDS AND PRACTICES FOR THE ADMINISTRATION, MANAGEMENT AND OPERATION OF LAW ENFORCEMENT UNITS AND THE CORRECTION ADVISORY COMMITTEE" which passed out of the CGA 2022 legislative session. View the public act [here](#).

5. Allowing LCSW to Conduct Behavioral Health Assessments-

Public Act 20-1 (Section 16) shall be amended to allow a "licensed clinical social worker" to provide a behavioral health assessment to police officers.

ACTION STEPS:

- Legislature amends statutory language
- Police Departments contract LCSW to complete this function
- Police Departments determine structure, duration, interval of assessments

ACTION UPDATE:

This recommendation was included in Section 1 of PA 22-114 (HB 5372) "AN ACT CONCERNING PERIODIC BEHAVIORAL HEALTH ASSESSMENTS, POLICE OFFICER RECRUITMENT, SCHOOL RESOURCE OFFICERS, REPORTING OF VIOLATIONS TO THE POLICE OFFICER STANDARDS AND TRAINING COUNCIL, INVESTIGATIONS BY THE INSPECTOR GENERAL, MINIMUM STANDARDS AND PRACTICES FOR THE ADMINISTRATION, MANAGEMENT AND OPERATION OF LAW ENFORCEMENT UNITS AND THE CORRECTION ADVISORY COMMITTEE" which passed out of the CGA 2022 legislative session. View the public act [here](#).

7A. Existing 9-1-1 dispatch call data should be analyzed to better understand what percentage of calls currently handled by 9-1-1 could be more appropriately directed to United Way of Connecticut 211 (United Way 211).

In partnership with United Way 211, the Institute of Municipal and Regional Policy (IMRP) at the University of CT, shall study a representative sample of 9-1-1 dispatch call data. These data will inform the projected increase in calls that will be directed to United Way 211 through incremental awareness, education, and training.

7B. The current resources and bandwidth of United Way 211 shall be evaluated, given current call volume, and using the IMRP's call projections to determine if additional resources are needed to effectively handle increased call volume.

7C. Expand and more full publicize United Way 2-1-1 phone line and affiliate 2-1-1 website through a statewide awareness campaign.

7D. Implementation of United Way 2-1-1 phone line and affiliate 2-1-1 website education program shall be standardized.

7E. Training on the intersection between 2-1-1 and 9-1-1 phone line dispatching processes shall be clarified and expanded.

7F. Public messaging about the intersection between 2-1-1 and 9-1-1 phone line dispatching processes shall be clarified and expanded.

ACTION STEPS:

Improving interactions and relations requires building trust and adequate, appropriate use of community resources even before interactions/relations occur (so that when they do occur, de-escalation, less violence, fewer/no fatalities is already at the forefront).

The Legislature authorizes study of the efficacy and adequacy of current and projected resource usage.

ACTION UPDATE:

This recommendation was included in Section 1 of PA 22-64 (HB 5420) "AN ACT CONCERNING MENTAL HEALTH NEEDS OF AND SERVICES FOR POLICE OFFICERS, CERTAIN REQUIREMENTS REGARDING POLICE TRAINING AND CERTAIN REPORTS" which passed out of the CGA 2022 legislative session. View the public act [here](#).

Note*: PA 22-64 contains two recommendations from this section including: 1. Requiring a study determining appropriate use not 911 vs 211 and 2. Developing POSTC training for police interactions with members of the disability community.

The Institute for Municipal & Regional Policy at the University of Connecticut (UConn-downtown Hartford) is currently initiating work on the authorized 9-1-1/2-1-1 study and will submit the study January 2023.

8F. An expanded, more fully publicized NextGen 9-1-1 system, VOIP, text to 9-1-1 program public awareness campaign across the state shall be implemented.

ACTION UPDATE:

No legislative action at this time.

8H. A focused, empirically grounded, data-driven study shall be conducted to evaluate the role and impact SROs have on students with disabilities in CT. The study conducted by a state institute of higher education would respond to the broader charge of improving police interactions with the disability community.

ACTION UPDATE:

This recommendation was included in Section 3 of PA 22-114 (HB 5372) “AN ACT CONCERNING PERIODIC BEHAVIORAL HEALTH ASSESSMENTS, POLICE OFFICER RECRUITMENT, SCHOOL RESOURCE OFFICERS, REPORTING OF VIOLATIONS TO THE POLICE OFFICER STANDARDS AND TRAINING COUNCIL, INVESTIGATIONS BY THE INSPECTOR GENERAL, MINIMUM STANDARDS AND PRACTICES FOR THE ADMINISTRATION, MANAGEMENT AND OPERATION OF LAW ENFORCEMENT UNITS AND THE CORRECTION ADVISORY COMMITTEE” which passed out of the CGA 2022 legislative session. View the public act [here](#).

The School Research Officer (SRO) study is currently underway at the newly-formed Center for School Safety and Crisis Preparation, headed by Dr. Gabriel Lomas and Dr. Amery Bernhardt. For more information about the Center and the work surrounding the SRO study, contact:

Gabriel I. Lomas, Ph.D. at lomasg@wcsu.edu

Amery E. Bernhardt, D.M., CEM at bernhardta@wcsu.edu

10. Implementation of the Federal 988 Crisis Hotline

Legislation shall be adopted to:

1. implement the federally mandated 988 crisis hotline system
2. enhance and expand behavioral health crisis response and suicide prevention services statewide
3. fund the system through SAMSHA and DHHA grants, reimbursements from private and public insurers, and if necessary, funds may be raised by imposing a federally authorized excise tax on commercial mobile services or IP-enabled voice services.

ACTION STEPS:

9-8-8 is another number coming online as part of the crisis/emergency number landscape. The state legislature authorizes implementation of 9-8-8 and appropriate funding mechanism(s) for it.

ACTION UPDATE:

This recommendation was included in Sections 25-30 of PA 22-47 (HB 5001) "AN ACT CONCERNING CHILDREN'S MENTAL HEALTH" which passed out of the CGA 2022 legislative session. View the public act [here](#).

11. Appointment of the Inspector General

Public Act 20-1 §33 should be modified to permit candidates outside the Division of Criminal Justice to be eligible for the position of Inspector General and for the positions within the staff of the Office of Inspector General. Implementation of Section 33 should be delayed until April 1, 2021, if the recommended change is unable to be made prior to the appointment of a candidate.

ACTION UPDATE:

This legislative change was enacted during the 2021 CGA legislative session.

12. Non-Compliance with Mandatory Decertification Reporting

If a municipal police department, the Department of Emergency Services and Public Protection or any other department fails to comply with the Police Officer Standards and Training Council mandated reporting policy as outlined in POSTC General Notice 20-9, as amended, the POSTC shall recommend and the Secretary of the office of Policy and Management may order an appropriate penalty in the form of the withholding of state funds from such municipal police department, the Department of Emergency Services and Public Protection or other departments.

ACTION UPDATE:

This recommendation was included in Section 3 of PA 22-114 (HB 5372) "AN ACT CONCERNING PERIODIC BEHAVIORAL HEALTH ASSESSMENTS, POLICE OFFICER RECRUITMENT, SCHOOL RESOURCE OFFICERS, REPORTING OF VIOLATIONS TO THE POLICE OFFICER STANDARDS AND TRAINING COUNCIL, INVESTIGATIONS BY THE INSPECTOR GENERAL, MINIMUM STANDARDS AND PRACTICES FOR THE ADMINISTRATION, MANAGEMENT AND OPERATION OF LAW ENFORCEMENT UNITS AND THE CORRECTION ADVISORY COMMITTEE" which passed out of the CGA 2022 legislative session. View the public act [here](#).

13. Mandatory State POSTC Tier III Accreditation

Public Act 20-1 §44 should be amended to remove the requirement that all law enforcement units be required to obtain and maintain CALEA accreditation by 2025. Alternatively, the law should require that all law enforcement units must obtain and maintain the Connecticut Police Officer Standards and Training Council Tier III accreditation standards by 2025. All law enforcement units should achieve POSTC Tier I state accreditation by 2022 and POSTC Tier II accreditation by 2023.

ACTION UPDATE:

This recommendation was included in PA 22-119 (SB 135) "AN ACT CONCERNING ACCREDITATION STANDARDS FOR LAW ENFORCEMENT UNITS." which passed out of the CGA 2022 legislative session. View the public act [here](#).

14. Citizen Complaint System

The POSTC should be tasked with updating the current model form and develop a standardized, statewide reporting form and process for reporting citizen complaints. The complaint form should make clear that those reporting can do so anonymously, do not need to have the form notarized and the form should ask for information about the race, ethnicity, and gender of the officer and complainant among other categories. The complaint form must be easy to find, be available electronically, but hard copies should be maintained at the police station and at other municipal buildings, including the library in the town or city, with versions in languages that reflect the needs of the local population.

The data from the complaints must then promptly be submitted by each police department to a database maintained by the Police Officer Standards and Training Council without the names or other identifying information of complainants or officers but tracked through a number system so that it is possible to determine whether the same officer or complainant are being reported against or reporting.

ACTION UPDATE:

This recommendation was *initially* included in Section 5 of SB 304 "AN ACT IMPLEMENTING THE RECOMMENDATIONS OF THE PTATF." This bill did not make it out of committee during the 2022 session, therefore no legislative action has been taken at this time.

17. Primary and Secondary Stop Proposal

The Task Force developed a comprehensive proposal to make several technical changes to the Connecticut motor vehicle statutes to establish a definition for a secondary traffic

violation, identify those traffic violations that should be changed to secondary, and clarify the intent of other traffic violations. Reforms primarily focus on a small number of equipment and administrative offenses.

ACTION STEP: The Institute for Municipal & Regional Policy at UCONN hosted a panel conversation with experts in racial profiling. Listen to that full conversation [here](#).

ACTION UPDATE:

This recommendation was *initially* included in Section 6 — Section 25 of SB 304 “AN ACT IMPLEMENTING THE RECOMMENDATIONS OF THE PTATF.” This bill did not make it out of committee during the 2022 session, therefore no legislative action has been taken at this time.

EXAMPLE: The Connecticut Racial Profiling Project has made huge progress in identifying and addressing racial and ethnic disparities in traffic enforcement by developing a standardized, electronic, multi-part, and mandatory model of data collection and analysis. Learn more by visiting <https://www.ctrp3.org> and follow [@ctrp3](#) on Instagram for updates.

18. Police Census Data

All state and municipal law enforcement agencies shall be required to post annually on its website census data for all full-, part- and per diem employees.

ACTION UPDATE:

No Legislative action has been taken at this time.

19. Public Availability of Police Policies

All state and municipal law enforcement agencies shall be required to post annually on their websites all policies in which they are required to meet or exceed the mandatory policies issued by the Connecticut Police Officer Standards and Training Council.

ACTION STEP: Connecticut’s ACLU has recently launched “[Project Flashlight](#)” which “shines light on the ways CT’s more than 100 police agencies operate” This website is comprised of four sections including:

1. Contracts, which govern a range of topics from wages and hours to healthcare and disciplinary procedures.
2. Police Commissions, which identifies the municipalities that have a police oversight body and shows who has been appointed/elected.

3. Use of Force, which will track any incidents where an officer uses force that is likely to cause serious physical injury.
4. Suits and Settlements, which includes lawsuits against police employees being sued for misconduct.

ACTION UPDATE:

No Legislative action has been taken at this time.



MUNICIPAL ACTION

Together, local law enforcement agencies and municipalities have opportunities to shape the culture of their own individual departments by exploring ways they can be proactive in implementing these recommendations. This current era of policing requires departments to practice openness and to be creative in approaching challenges they face. For their part, municipalities likewise need to engage with their communities and other relevant stakeholders to ensure all voices are at the table during implementation processes.

4. Explore Diversity among Civilian Staff

Increase civilian presence within police departments as another way to support diversity within law enforcement overall.

8A. Municipalities shall constitute and implement mobile crisis intervention teams (CITs) in accordance with specific community needs based on three central calculations: (1) crisis call volume and case load; (2) safety considerations; and (3) budgetary factors.

EXAMPLE: New Haven, CT and Hartford, CT are currently in the process of developing CIT's with the input of community and police. The City of New Haven sought community input by conducting 14 community focus groups and 3 town halls in October and November 2021 and will use this feedback to inform the design of the pilot program. Their CIT will specialize in de-escalation, harm reduction, and providing rapid access to social services during moments of crisis. Learn more [here](#).

Hartford, CT has announced the creation of the "HEARTeam," a new community response initiative designed to provide more tailored responses to individuals in mental health and/or behavioral health crises that do not warrant a police response. Trained dispatch will determine which calls are best served by a non-police emergency responder/team and if police ought to be on standby. It will take a "tiered" response approach, with a crisis response team for the most acute/serious crises, a community renewal team for less acute crises, and Wheeler Clinic personnel for crises that involve youth. Implementation will occur over a 5-year period, during which efficacy will be monitored and analyzed to evaluate remaining gaps in response and/or to enhance areas that work particularly well.

8B. Municipalities shall hire social workers (SWs) in addition or in place of mobile crisis intervention teams (CITs), contingent on: (1) crisis call volume and case load; (2) safety considerations; and (3) budgetary factors.

ACTION STEP: The Institute for Municipal & Regional Policy at UCONN hosted a panel conversation with experts in policing and social work. Listen to that full conversation [here](#).

EXAMPLE OF IMPLEMENTATION: Eastern Connecticut State University and the Willimantic Police Department have partnered to create the [Social Work and Law Enforcement Project](#) which pairs interns with police departments and helps train social workers and officers to work together.

The SWLE Project has grown from the partnership between Eastern Connecticut State University and the Willimantic Police Department and now includes four municipal Police Departments in Connecticut. Seven undergraduate and graduate social work students from five universities across two states participate in the Project, and it continues to expand.

In order to effectuate follow-up work on certain recommendations passed by the CT Police Transparency & Accountability Task Force (PTATF) which were subsequently made into law during the CT General Assembly's 2022 legislative session, Dr. Meghan B. Peterson, research analyst with the Institute for Municipal & Regional Policy (IMRP) at the University of Connecticut and social workers throughout Connecticut have been convening regularly via Zoom to discuss next steps and recommendation implementation. During these meetings, focused discussion centers on recommendations pertaining to: a) usage of Licensed Clinical Social Workers (LCSWs) in police office behavioral health assessments; b) usage of LCSWs in issuing emergency certificates for individuals in acute mental crisis; c) standardization and expansion of disability awareness training for police officers; d) various police-social worker response models to individuals in crisis who may also have disabilities; e) best practices and latest research on these aforementioned topics. For more information, contact any of the following:

Meghan B. Peterson, Ph.D. at meghan.b.peterson@uconn.edu

Maggie Goodwin, LCSW at mmmrv2c@aol.com

Bill Knoegel, LCSW at wknoegel@cox.net

Steve Wanczyk-Karp, LMSW at skarp.naswct@socialworkers.org

8C. When a municipality hires social workers (SWs), it shall make a data- and outcome-driven decision to choose licensed clinical social workers or individuals credentialed as Master of Social Work (MSWs) in accordance with specific community conditions, needs, and resources.

8D. If or when a municipality pursues or pilots a SW program in collaboration with the local police department, it shall expand public availability of information about the program for the local community via a dedicated website.

8E. Municipalities shall create an opt-in, fully voluntary registry system (VRS) for improving information sharing between individuals with disabilities and their local police department.

EXAMPLE OF IMPLEMENTATION: Police in Westport, Connecticut created a voluntary registry for people with any disability or mental illness in 2018. It allows people with disabilities, relatives, and/or guardians, to sign up for the list. Learn more [here](#).

9. Funding for Pre-Police Contact Improvements (Municipal Consideration)

To pursue and implement the Intercept 0 and 1 recommendations (Number 7 and 8) in a substantive, sustained way, municipalities shall explore and apply for specific funding opportunities for the Fiscal Year 2022 cycle through two primary agencies:

1. Bureau of Justice Assistance (BJA) offers funding for implementation of the above recommendation
2. Bureau of Justice Statistics (BJS) offers funding for statistical evaluation of that implementation- in short, data gathering and analysis.

Both the BJA and BJS are housed within the federal Department of Justice (DOJ).

15. Civilian Review Board Standards

It is recommended that municipalities consider adopting the minimum standards developed by the task force when creating a CRB pursuant to Section 17(a) of Public Act 20-1. Although Section 17(a) outlines the minimum qualifying standard for a town's implementing ordinance, the legislation does not offer specific guidance for establishing a CRB. This is understandable, given the variety of communities that a CRB might serve.

ACTION STEPS:

-Establish the scope of the civilian review board based on the following questions:

1. Does the police department have a history of being open and transparent with the community?
2. Is the police department currently under a consent decree /federal oversight, or does it have a history of being under a consent decree/federal oversight?
3. Does the municipality have the funding and resources needed to finance an investigative CRB (including office equipment, investigators, computers, video equipment)?
4. What are the implications for failure to comply with subpoenas?

5. What are the enforcement measures available to compel subpoena compliance?

- Establish the number of members of the civilian police review board. It is recommended that a CRB not contain less than five or more than eleven members.
- Establish the process for selection of board members; elected or appointed.
- Establish the term of office for board members.
- Establish the procedure for filling any vacancy for the membership of the CRB.

Suggested Groups from which to select board members from:

- Chamber of Commerce/local business groups or boards
- Local Non-profit organizations (soup kitchens, shelters, etc.)
- Local religious organizations (churches, synagogues, mosques)
- Local cultural organizations (NAACP, Latinx organizations, Jewish organizations, Muslim organizations, LGBTQ organizations etc.)
- Youth groups (who better to know and understand the young people than those who have worked with them before –Boys/Girls Clubs; YMCA; PAL; Youth Baseball/softball/basketball, etc.)
- Neighborhood Watch organizations/neighborhood community organizations
- One member should be a patrolman/woman from a surrounding town who has not worked within the town doing the hiring.

EXAMPLE:

West Hartford, CT established one of the state’s first Civilian Review Boards (CRB) in May 2021. The town council appointed seven members and three alternates who trained for 24 hours over the course of 3 days. Their role is to review internal investigations of all civilian complaints sent to the WHPD and annually provide the Town Council with a report and policy recommendations. More than 80 people applied to serve on the board in response to the announcement of its creation. Click [here](#) to learn more.

20. Civilian Interview Panels

Municipalities should establish a Civilian Interview Panel as part of the police officer hiring process. Where allowable under existing contracts and where feasible, the Civilian Interview Panel should also be used to evaluate officers being put up for Command Staff level promotions. A Civilian Interview Panel would be advisory and not have veto power of an applicant, but their input and advice would be a requirement in the hiring process.



POSTC / DESPP ACTION

2. State-level Dissemination of Promising Practices to Support Diversification

The state shall engage an authorized agent or agency to maintain and disseminate information on promising practices in recruiting, hiring, promotion, and training that effectively support police diversification.

ACTION STEPS:

RECRUITING

-Diversify the types of outreach activities conducted related to recruiting. Expand beyond job fair, military, cultural event, and university recruiting. Depending on when and where events are held, these events can lead to less diversity in the candidate pool. While cultural events seem like a good way to access diverse populations, some evidence suggests that they are ineffective at generating applications.

-Openly address concerns about sexism in law enforcement when recruiting women. Evidence suggests that women that have experience in the workforce are more likely to be aware of the impact of sexism in organizations, and concerns about these issues in law enforcement may limit interest. Transparency and willingness or organizations to openly discuss these issues suggest an organizational culture capable of supporting women.

EXAMPLE: Milford, CT has pledged to reach a 30% female department by 2030 as part of the **30x30 initiative**.

-Openly address concerns about ability when recruiting college-age women. Evidence suggests that younger women are more likely to be concerned about their ability to work in policing. Emphasizing that women can work in the career is an important message.

-Emphasize the challenge aspects of law enforcement careers to attract more female and racial/ethnic minority candidates. Evidence suggests that service messages are ineffective at increasing applicant pools. Challenge messages increase the number of applicants and increases the relative number of applications from diverse groups.

-Emphasize job security in law enforcement careers to attract more female and racial/ethnic minority candidates. Similar to the previous recommendation, emphasis on job security can increase the relative number of applications from diverse groups.

RESEARCH FINDINGS:

Elizabeth Linos conducted a field experiment in collaboration with the Chattanooga Police Department in Tennessee looking to diversify as they launched a new round of recruitment. Postcards containing varying themes detailing different aspects of the job were sent to a randomized sample of eligible voters in the county. These themes included: being up for the challenge, public service motivations (PSM), personal impact, and career benefits. Specifically, postcards asked “Are you up for the challenge?” “What would it mean to you?,” or “Looking for a long-term career?” Despite the ubiquitous nature of public service messaging, the findings indicate that language focused on PSM exclusively is ineffective at attracting new candidates. Instead, phrasing that outlines personal benefits such as the challenge of the job or career benefits is 3X as effective at producing applicants than control groups, particularly amongst women and people of color. Read the full study [here](#).

Another study done by Jennifer Gibbs found that the primary reason for attrition among women and minority applicants was finding other employment due, in part, to the length of the hiring process. These findings led to recommendations in favor of improved communication with potential hires, shortening the process, and accepting applications on a continuous basis. Learn more [here](#).

HIRING

-Reduce processing times for applicants to limit loss through attrition. Evidence suggests that hiring applicants more quickly limits the number of applicants lost in the process. Importantly, this has been demonstrated to be more important among female and minority applicants.

-Simplify hiring process instructions/processes to limit confusion among applicants. Evidence suggests that complex hiring processes create confusion increasing attrition.

-Incorporate supportive messaging (nudging – e.g., statements like “most applicants complete this process within a week”). Evidence suggests that loss due to attrition, particularly among diverse applicants, is reduced through nudging.

-Analyze qualification criteria to determine which aspects disproportionately impact female and racial/ethnic minority candidates. Hiring processes and pre-employment qualification issues can serve as barriers that disproportionately impact diverse applicants limiting diversity in the hiring process.

-Set standards for evaluating disproportionate impact at equal passing rates rather than at the 80% EEOC compliance threshold. While agencies largely understand EEOC compliance, less attention is paid to the fact that 80% passing rates for diverse applicants necessarily fails to diversify.

TRAINING

-Adopt or expand adult or active learning principles in academy training. Shifting training models supports best practices in adult learning and alters training academy dynamics which may contribute to attrition.

-Reduce emphasis on paramilitary approaches to training. The paramilitary training model is related to the concept of a “hidden academy” where organizational values are learned. These experiences can lead to attrition, particularly among diverse cadets.

-Increase support networks for cadets through mentoring programs. Evidence suggests that mentoring programs for female and minority cadets can increase retention rates by helping these cadets navigate the challenges of the environment.

-Monitor developments in training academies in other jurisdictions that are advancing these issues through novel training protocols. Several other jurisdictions are grappling with these same issues, and many novel attempts at addressing the problems are underway. Some jurisdictions within the region are likely candidates for monitoring.

-Compare implementation of similar curriculum across other jurisdictions to determine best approach to content delivery and format. Shifts in training protocols (e.g., moving to an active learning model) may be insufficient without changes to the underlying curriculum.

Promotion

-Regularly evaluate promotional tests for disparity. Organizational diversification requires increasing diversity at the executive and managerial levels as well as among staff overall.

-Consider involving outside participants like civilian review boards in the promotional process. Increasing diversity in the promotional process may support increased diversity in the promotions that result. Implementing changes like this are complex and may involve issues like union contracts which may specify promotional rules.

3. Establish a Diversity, Equity, and Inclusion Unit within POSTC

The Connecticut Police Officer Standards Training Council establishes a specialized unit within its compliance unit to address diversity, equity and inclusion (DEI) and to implement a statewide law enforcement DEI program to manage progress toward diversification and assist departments where progress is limited.

6. Training Regarding Interaction with the Disability Community

The Police Officer Standards and Training Council shall develop, with input from the disability community and Americans with Disabilities Act (ADA), a standardized mandatory in-service training regarding interactions with the disability community.

8G. Police officer curriculum and in-service training pertinent to addressing unique needs of the disability community shall be expanded.

12. Non-Compliance with Mandatory Decertification Reporting

POSTC shall adopt standards for compliance with the mandatory reporting requirement in the CT Law Enforcement Standards Policies and Practices (CLESP). Failure to comply shall result in loss of accreditation in one or more POSTC accreditation tiers.

14. Citizen Complaint System

The POSTC should be tasked with updating the current model form and develop a standardized, statewide reporting form and process for reporting citizen complaints. The complaint form should make clear that those reporting can do so anonymously, do not need to have the form notarized and the form should ask for information about the race, ethnicity, and gender of the officer and complainant among other categories. The complaint form must be easy to find, be available electronically, but hard copies should be maintained at the police station and at other municipal buildings, including the library in the town or city, with versions in languages that reflect the needs of the local population.

The data from the complaints must then promptly be submitted by each police department to a database maintained by the Police Officer Standards and Training Council without the names or other identifying information of complainants or officers but tracked through a number system so that it is possible to determine whether the same officer or complainant are being reported against or reporting.

16. Internal Affairs Investigation Training

The Police Office Standards and Training Council shall establish pre-service and in-service training courses for police officers conducting and supervising internal

investigations. Details regarding the core course curriculum is provided in this report. All police officers of any rank assigned to conduct or supervise internal investigations shall be required to successfully complete the POSTC pre-service internal investigator training program and complete in-service training in internal investigations during active assignment to conduct or supervise internal investigations. POSTC shall determine the content, curriculum, and credit hours of the pre- and in-service training modules.

18. Police Census Data

All state and municipal law enforcement agencies shall be required to post annually on its website census data for all full-, part- and per diem employees.

ACTION STEP:

POSTC requires agencies to post the following information on their websites for all full-, part-, and per diem employees:

- Total number of sworn and civilian employees
- Total number of employees at each sworn rank (e.g., patrol officer, detective, sergeant, lieutenant, captain, deputy or assistant chief, chief, etc.);
- Breakdown of number of years of service in five-year increments (e.g., total number of probationary employees, total number of employees with less than 5 years of service, total with 5 to less than 10 years, total with 10 to less than 15 years, etc.);
- Breakdown of sworn and civilian employees by race and ethnicity, gender, and age group (e.g., <20, 20-29, 30-39, 40-49, etc.); and
- Total number of sworn and civilian employees who are residents in the municipality (yes or no).

19. Public Availability of Police Policies

All state and municipal law enforcement agencies shall be required to post annually on their websites all policies in which they are required to meet or exceed the mandatory policies issued by the Connecticut Police Officer Standards and Training Council.

ACTION STEP: Connecticut’s ACLU has recently launched **“Project Flashlight”** which “shines light on the ways CT’s more than 100 police agencies operate” This website is comprised of four sections including:

1. Contracts, which govern a range of topics from wages and hours to healthcare and disciplinary procedures.

2. Police Commissions, which identifies the municipalities that have a police oversight body and shows who has been appointed/elected.
3. Use of Force, which will track any incidents where an officer uses force that is likely to cause serious physical injury.
4. Suits and Settlements, which includes lawsuits against police employees being sued for misconduct.

21. Police Peer Intervention/Duty to Intervene Training

21A. POSTC shall offer a mandatory seminar for all police chiefs and command staff on the statutory duty to intervene and changing police department culture to accept and support those police officers who intervene when necessary. This seminar should stress the importance of active and strong leadership to shift the police culture around intervening and the adoption and enforcement of peer intervention and anti-retaliation policies and protocols.

21B. POSTC in collaboration with a state institute of high education shall consider operating a pilot peer intervention training program in at least five departments across the state. An existing peer intervention training program may be utilized (e.g. EPIC or ABLE) or a new program designed specifically for CT police departments may be implemented. The preliminary work on the pilot program should begin in 2022 and implemented in participating police departments by Jan. 2023 and should include consideration of funding sources and federal, state and other grants to support the pilot program.

OTHER KEY STAKEHOLDERS & WHAT THEY CAN DO

THE COMMUNITY

1. Participate in engagement efforts made by law enforcement agencies—fill out surveys, attend meetings, provide regular feedback, serve on a CRB, etc.
2. Contribute to problem-solving efforts that aim to reduce crime and improve quality of life. Examples include: joining a neighborhood watch, familiarizing, and building relationships with people in one’s own community, etc.
3. Be mindful of the unintended consequences of crime reduction efforts and ensure law enforcement agencies are working to mitigate those effects.
4. Advocate for a legal framework does not impede accountability for law enforcement from state legislators. Vote and support local candidates in favor of accountability.
5. Educate yourself and raise awareness in communities about local school policies and practices, and advocate for early intervention strategies that minimize the involvement of youth in the criminal justice system.

EDUCATION STAKEHOLDERS

1. Analyze the usefulness of SROs in schools—including their contribution to the school-to-prison pipeline and the disparate effect of their presence in schools on students with disabilities. Explore alternative approaches to safety in schools.
2. Collect and analyze data pertaining to the demographics and nature of offenses related to disciplinary practices enforced by SROs. Experiment with alternative practices that emphasize rehabilitation over punishment.

NATIONAL LAW ENFORCEMENT PROFESSIONAL ASSOCIATIONS

1. Ensure the CT PTATF Report is disseminated to members.
2. Participate in and attend dialogues pertaining to the recommendations put forth by the report.
3. Identify which specific areas of the report pertain to your association and explore how you can add value.
4. Consider how to foster the next generation of leaders.

LAW ENFORCEMENT LABOR UNIONS

1. Address use of force training, culture responsiveness, and implicit bias.
2. Work with local community leaders to address police-civilian interaction.
3. Promote procedural justice, internally and externally.

NATIONAL PROFESSIONAL ORGANIZATIONS FOR LOCAL GOVERNMENTS

1. Identify specific responsibilities for officials.
2. Disseminate the final report to members.
3. Include workshops or sessions on the final report in state and national meetings or conferences.

FOUNDATIONS

1. Identify how specific foundations can help implement recommendations.
 2. Explore pilot programs.
 3. Shift public narrative- Warrior vs. guardian.
 4. Data collection and research methods to support recommendations.
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CONCLUSION

“HEARING THE VOICE OF THE COMMUNITY IS SUPER IMPORTANT. IF YOU TAKE ANYTHING AWAY FROM THIS, IT’S TO MAKE SURE THAT THE COMMUNITY AND IMPACTED PEOPLE ARE AT THE TABLE AT ALL TIMES.”

-DARYL MCGRAW, PTATF CHAIR

The purpose of this guidebook is to underscore the fact that the work of reforming our state’s approach to policing is far from over. Over the course of the two years that the Taskforce was in session, many facets of police accountability and transparency were addressed. However, there are still many more that need to be fully attended to, such as the use of force - particularly in Black and Brown communities.

Leadership needs to come from all three sectors in every jurisdiction—local government, law enforcement, and POST Council. That three-legged stool needs to be evenly balanced and the weight of creating healthy, vibrant, and safe communities equally shared.

Connecticut is not unique when it comes to the lack of trust and/or fear between communities and law enforcement in urban environments. However, the hope of this implementation guide is to further the work of the Task Force and to open the door for more conversations and opportunities to help build and facilitate the trust and respect that is needed. We as a state can be the example of better policing and community relations within communities of color and thus extend the mutual trust and respect for all our citizens.

RESOURCES/APPENDIX

POLICE-YOUTH RELATIONS

<https://towoyouth.newhaven.edu/program-design-police/#1599569498829-ad2143b6-c4c9>

EXAMPLES OF NATIONAL POLICE/SOCIAL WORKER CRISIS RESPONSE MODELS (CLICK THE STATE INITIALS TO LEARN MORE)

State	Locality	Program Name	Program Start	Program Structure	Outcomes
AL	Tuscaloosa County	Training Program (online, web app)	April 1, 2020	Mental Health First Aid, CIT	<12.3% of individuals with MI & interact with police receive treatment
AK	Anchorage	CIT	Summer 2021	2 clinicians, 3 firefighter paramedics (10 a.m.-8 p.m./7 days)	>80% of 27 calls, outreach contacts conducted during 7/15-8/6/2021 stayed in community, connected to previous providers
AZ	Flagstaff	Social Workers	November 2020	Certain crisis call types (including mental health calls)	stated goal: reduce pd/fd calls for service 5-10%; substance abuse, mental-related calls up almost 10% (approx. 9,000 calls) in 2020; monthly, quarterly, annual reports to document outcomes/ assess efficacy

AR	Little Rock	Little Rock PD Social Worker	SW previously worked as victim services specialist since 2019	SW embedded within PD; crisis intervention	Specific data not yet available at most recent check (5/31/2022)
CA	San Francisco	Mobile crisis teams (fire & health department personnel)	2020	Loosely modeled after CAHOOTS (Eugene, OR program: Crisis Assistance Out On the Streets)	“steady reduction of mental health detentions” 2019: 18 MHD of 65 Total MHC (mental health calls) = 27.7%
CO	Denver	Crisis Intervention Unit	2016	Mental health professionals	3/2021 media report : 6 months into program, 750 calls, 0 arrests
*CT	*See separate table				
DE	Milford	Partners in Public Safety Solutions	March 1, 2021	LCSW rides with police officers, provide referrals, case management assistance	Specific data not yet available at most recent check (5/31/2022)
FL	St. Petersburg	Community Assistance Liaison	January 2021 (proposed October 2020)	Social Service Agency Division within PD; plainclothes, unarmed personnel (including 3 licensed therapists)	259,800 calls to 911 in 2019; 4.9% (12,700) classified as non-violent criminal or non-criminal calls) – expectation is to lighten police call load

GA	Statewide	In-process, pending legislative action	March 2022: Pending Georgia House debate (Senate passed bill 53-0 requiring 23 community service boards to provide co-responders to any local pd that wants them)	Co-responder for mental health crisis calls; funding would be addressed in a separate bill	
HI	Honolulu	LEAD: Law Enforcement Assisted Diversion Program	April 1, 2018	Police officer can bring on-call social worker for certain calls/scenarios (if no crime committed)	
ID	Statewide	Mobile Crisis Teams & CITs	2007 (Boise)	Mobile Crisis & CITs	
IL	Aurora	CIT Enhanced	2020	Co-responder to mental health calls (suicide, medical) – divert from citations, arrests	
IN	Bloomington	Downton Resource Officer Program, Crisis Negotiations Team; 1 Police Social Worker (PSW) hired in 2019	March 1, 2019	Homelessness, social and mental crises/social service needs; 2 more PSWs hired in 2021 (3 total)	
IA	Marshalltown	Marshalltown Police and Community Team (MPACT)	September 2020 (funding for program approved)	Co-responder: social workers from Youth & Shelter Services in town; over 400 individuals served in 2021	

KS	Overland Park	Overland Park Crisis Action Team (OPCAT)	2022 (Prep began Fall 2021)	12 CIT-trained Police Officers + 3 Johnson County Mental Health co-responders (part of PD; scaled-down uniforms, plain SUVs)	
KY	Alexandria	Police Social Worker (PSW) Program	2016: first PSW hired; collaborates with police	2 Full-Time SWs in PD now; respond in unmarked car/no handcuffs/guns/mace/pepper spray	
LA	Lafourche Parish	Police Social Services		Criminal justice process assistance for victims	
ME	Eliot, S. Maine	Partnering with Maine-Chapter of NAMI; Sweetser (statewide mental health providers); CIT training		CIT; collaboration with mental health professionals & LCSWs	
MD	Dekalb	Social worker liaison program		Police Social Worker	
MA	Boston	BEST (Boston Emergency Services Team) Co-Responder Program		Co-responder; expansion of services announced 2021, with Boston Medical Center & Boston PD	
MI	Livonia	Embedded social workers in PD		2 embedded social workers	
MN	Hennepin County	Embedded social worker		Embedded social workers, total 21 PDs countywide	
MS					
MO	St. Louis		2020	Co-responder/police & trained clinician	
MT	Missoula	Mobile crisis response team	November 1, 2021	CIT	
NE	Lincoln	R.E.A.L. (Respond. Empower. Advocate Listen.)	building on work begun in 2011/expansion in 2020/21 FY	contracting with White Bird Clinic to develop framework for mobile crisis intervention service	
NV	Las Vegas	Crisis Response Team	2018	Las Vegas Fire & Rescue Mobile Integrated Health Care Program	
NH	Dover	Community Response & Engagement Unit	February 1, 2022	Police Social Worker; position funded through COPS (DOJ) grant program	

NJ	Cumberland County	ARRIVE Together (Bridgerton, Port Norris)	November 30, 2021 (announced)	Plainclothes State Police Trooper & mental health expert for joint responses to 911 calls involving "people in crisis"
NM	Albuquerque	Albuquerque Community Safety	June 20 (announced)	Unarmed social workers (external, not affiliated with PD) respond to certain calls; social workers, homelessness, violence prevention experts comprise city department
NY	NYC-2 neighborhoods		2021 (announced 2020)	Modeled after Eugene, OR program: send mental health workers/EMTs instead of police to mental crisis calls
NC	Raleigh	ACORNS (Outreach, Referrals, Networking and Service)	2020	2-person team (police officer & social worker); team to include sergeant (supervisor), detective, 3 officers, 3 social workers
ND	Fargo	CIT	1989	CIT/homelessness/drug intervention services
OH	Columbus	Right Response Unit	Early 2021	Social workers sent to certain 9-1-1 calls (drug overdoses, mental health issues, homelessness for examples)
OK	Oklahoma City	Homeless Outreach Team	2014	Based on a program pioneered by Colorado Springs PD (begun in 2009)
OR	Eugene/Springfield	CAHOOTS/White Bird Clinic (Crisis Assistance Helping Out On the Streets)	30+ years	White Bird Clinic partners with PD to send EMTs & individuals from the Clinic (unarmed response)
PA	Philadelphia	New 9-1-1 script for dispatchers	April 1, 2021	Integrate questions about whether caller is experiencing mental, behavioral/developmental/substance abuse issues
RI	Providence	Crisis Response Team discussions in works; social workers already ride with responding officers on occasion	July 22, 2021 (announced)	CIT model

SC	Columbia	Pathways Unit being expanded (unit within Columbia Police Department – CPD)	CPD has been part of One Mind Campaign since 2018); Pathways Unit since 2021	Police social worker & CIT-trained in tandem with a SC Dept. of Mental Health counselor
SD				
TN	Chattanooga	Co-Response Team	February 2022 (program expansion)	Pairing licensed clinician with member of PD’s CIT (grant from Volunteer Behavioral Health)
TX	South Central Dallas (area with highest concentration of mental health-related calls at the time of reported information)		2018	Social worker in dispatch center to triage calls & special team with staffed mental health professional to pertinent calls
UT				
VT	Statewide: 9/10 Vermont State Police barracks have mental health worker	Mental health crisis worker	2016	Embedded in Vermont State Police (VSP)
VA	Richmond	Marcus Alert	2020	Teams of social workers, mental health professionals
WA	Marysville		2018	social workers embedded in PD, responds to homeless
WV	Martinsburg	Martinsburg Initiative	March 2022	1 full-time social worker, co-responder to certain calls
WI	Eau Claire, Janesville, Superior	Co-response	Mid-July 2021	embedded social workers, CITs, co-responder
WY	Teton County, statewide	CIT	Ongoing trainings	Respond to mental health emergencies