

Implementation Plan
for
Recommendations from the Attorney General's Working Group
on
Law Enforcement Community Interaction

January 31, 2017

Vermont Criminal Justice Training Council

Background

On December 13, 2016, the Attorney General's Working Group on Law Enforcement Community Interaction delivered its report and recommendations to the Vermont Criminal Justice Training Council. The Working Group's report discussed ways to enhance training for law enforcement officers that addresses implicit bias. The Training Council has supported the Working Group's efforts and welcomed its report and recommendations, which are aimed at ensuring that policing in Vermont is fair, impartial, and effective.

Recommendations

The Working Group organized its recommendations thematically: recommendations related to general considerations, basic training for new officers, in-service training for veteran officers, and diversity.

General

1. Training should be easy to conduct, easy to operationalize, and easy to reproduce.
2. The Training Council should consider community involvement in training that addresses FIP principles and implicit bias.
- 2a. The Training Council should create an advisory organ that includes non-law enforcement members. In its comments on community involvement, the Working Group broached the possibility of creating a citizen advisory council. In recognition of the important role that such an entity would play, we consider its creation as a distinct recommendation.
3. Training should involve space for trainees to engage in frank, difficult conversations.

Basic Training

4. The amount of time dedicated to the FIP module during basic training should increase.
5. Recruits should be exposed to FIP principles and implicit bias research before basic training formally begins.
6. Recruits should receive instruction on the history of systemic prejudice in the United States.
7. The Training Council should identify how FIP principles can be incorporated into other aspects of training.
8. FIP principles should be integrated into the Academy's practical training scenarios.

In-service Training

9. First-line supervisors should receive additional leadership training to supplement basic FIP training.
10. The Training Council should deliver uniform trainings at multiple locations throughout the state.
11. The Training Council should ensure that in-service FIP training is interactive.
12. The Training Council should develop a robust train-the-trainer program for FIP training.
13. In-service training should be available for officers of all levels.

Diversity

14. The Training Council should consider how to promote individual accountability for implementing FIP principles and anti-bias training.
15. The Training Council should periodically review the written entrance exam to ensure that material tested has a meaningful relationship to law enforcement duties.
16. The Training Council should develop training programs to support recruits preparing to test into the Academy.

The recommendations are discussed in greater detail in the Working Group's report. The working group's recommendations have provided helpful overarching guidance while at the same time allowing the Training Council latitude in determining the best how to accomplish the goals that the Working Group identified. The Training Council will be able to exercise discretion in determining how best to utilize our expertise and familiarity with effective training delivery, administration and logistics, technical subject matter, as well as other issues. The Working Group has agreed with our assessment that "Fair and Impartial Policing" (FIP) principles developed by Dr. Lori Fridell appropriately addresses implicit bias.

We have organized our implementation plan around action items that are responsive to the recommendations. Certain action items will be responsive to more than one recommendation. Our plan does not necessarily follow the order in which the recommendations were presented in the Working Group's report, as implementing some recommendations will first require implementing others.

Timeframe

Some of the action items we've identified can be implemented without any delay, while others will require a more farsighted approach as implementation may depend on completing other prerequisite action items, accessing necessary resources, or receiving cooperation from other entities.

We use the following definitions throughout this implementation plan:

“Immediate” action-items are not expected to require lengthy deliberation prior to acting and can be implemented by the Training Council without waiting for action from any outside entity or receiving additional resources.

“Near-term” action items will take between 6 months and 2 years to complete.

“Long-term” action items may take at least 2 years to complete.

Implementation Plan

Action Item	Description	Timing
1	<p><i>Convene a public advisory committee (PAC).</i> The Training Council can act immediately to reach out to individuals who may be interested in participating. The PAC will be co-chaired by a member of the public and a member of the Training Council. The PAC’s role includes making recommendations regarding training and any other roles that are deemed appropriate by the Training Council. This action item is responsive to Recommendation 2a.</p>	Immediate
2	<p><i>PAC will review opportunities for community involvement in FIP training and provide a channel for the public’s perspective on training.</i> Examples of opportunities include recruiting members of the public to participate as role-players in practical training scenarios; identifying members of the public to invite to speak to trainees about FIP-related topics; and identifying trainers to deliver programming to build cross-cultural competencies. The Training Council will ultimately determine whether a recommended form of community involvement in training is appropriate for implementation. This action item is responsive to Recommendation 2.</p>	Long-term

<p>3a</p>	<p><i>Post links to the Implicit Association Test on the Vermont Police Academy website.</i></p> <p>This can be completed immediately: https://implicit.harvard.edu/implicit/takeatest.html</p> <p>The Training Council will encourage members to take the “Weapons IAT” or “Race IAT” and present relevant commentary on race and crime, e.g. “People of color are ... 37 percent more likely to have a gun pointed at them [by members of the Burlington Police Department] than a white person, even though they are less likely to actively resist an officer[.]” https://vtdigger.org/2017/01/26/burlington-police-use-force-data-shows-racial-disparities/.</p> <p>This action item is responsive to Recommendations 3 and 5.</p>	<p>Immediate</p>
<p>3b</p>	<p><i>Create a list of material that cadets must study before their first day of Basic Training, and make this material available on the Vermont Police Academy webpage.</i></p> <p>The material will include an introduction to FIP principles as well as material concerning “the history of systemic prejudice in the United States” that places FIP and community-oriented policing principles in context. Once the material has been identified, it can be posted in the same location on the website as the link to the IAT test. PAC may have a role in recommending material and ensuring that posted material remains up to date and reflects contemporary concerns. This material will serve as starting for discussions during the FIP training module during basic training.</p> <p>This Action Item is responsive to Recommendations 3, 5, and 6.</p>	<p>Immediate</p>
<p>4a</p>	<p><i>Create measures for how training addresses FIP principles.</i></p> <p>Training modules dedicated to FIP principles are not the only types of training that strengthen FIP practices. Training modules that address probable cause and reasonable suspicion as well as other programs, such as Blue Courage, also address FIP principles both directly and indirectly. The Training Council will expressly articulate how other types of training can address FIP principles. The Training Council will identify measurable criteria, such as whether the training module provides express instruction on concepts that overlap with FIP principles, including procedural justice and community oriented policing.</p> <p>This Action Item is responsive to Recommendation 4.</p>	<p>Immediate</p>

<p>4b</p>	<p><i>Review existing courses of instruction to measure how training addresses FIP principles.</i> Action Item 4a is a prerequisite to this action item. The Training Council will use the measures it identified in Action Item 4a to measure existing coverage of FIP in training modules that are not directly focused on FIP. This Action Item is responsive to Recommendation 4 and 7.</p>	<p>Near-term</p>
<p>4c</p>	<p><i>Review the basic training curriculum to identify how FIP training can be expanded.</i> Action Items 4a and 4b are prerequisites for this action item. This action item may require funding from the Legislature. The Training Council will look for opportunities to expand the amount of time that is dedicated to FIP training during basic training at the Vermont Policy Academy. This action item is responsive to Recommendations 1, 3, 4, 7, and 8.</p>	<p>Long-term</p>
<p>5</p>	<p><i>Identify additional trainers who will facilitate frank, difficult conversations as part of FIP training.</i> PAC may be able to assist. The Training Council will identify a corps of trainers who can facilitate meaningful dialogs that are integral to effective FIP training. These trainers may help deliver the FIP training during basic training at the Vermont Police Academy and facilitate break-out group discussions. This Action Item is responsive to Recommendations 1 and 3.</p>	<p>Near-term</p>
<p>6a</p>	<p><i>Identify locations throughout the state where regional trainings can be delivered.</i> The Training Council will develop criteria for suitable venues, solicit input from local agencies, and maintain a list of venues that are appropriate for delivering trainings regionally. PAC may be able to assist in identifying venues. This Action Item is responsive to Recommendation 10.</p>	<p>Immediate</p>
<p>6b</p>	<p><i>Create a schedule of off-campus regional trainings.</i> Action Item 6a is a prerequisite. This Action Item will also require developing a catalog of trainings to be offered, as contemplated by Action Items 7, 8 and 9. Part of this effort may include identifying and accessing resources to create or upgrade suitable venues. This Action Item may depend in part upon local agencies taking initiative to upgrade their own facilities. It may also depend upon the ability of the Training Council to enter into agreements with third parties for the use of other appropriate facilities. The Training Council will update the schedule as necessary. This Action Item is responsive to Recommendation 10.</p>	<p>Near-term</p>

<p>7a</p>	<p><i>Identify or create a dedicated FIP training course for first-line supervisors.</i></p> <p>FIP training may be incorporated into more general efforts to create training opportunities for first-line supervisors. Dr. Lori Fridell has developed a 5-hour training for first-line supervisors. FIP training for first-line supervisors must be interactive. A potential model for this training is the IACP’s “Leadership in Police Organizations” training. This 3-week long course includes 8 to 12 hours of training on FIP materials.</p> <p>This Action Item is responsive to Recommendations 1, 9, and 11.</p>	<p>Near-term</p>
<p>7b</p>	<p><i>Develop a robust FIP train-the-trainer (T3) program.</i></p> <p>Action Item 7a is a prerequisite. Individuals interested in attending the T3 program must commit to delivering trainings in order to participate. The Training Council will decide whether the T3 program will be open only to officers or also to members of the public. PAC may assist in identifying members of the public who would be suitable trainers.</p> <p>This Action Item is responsive to Recommendations 1, 3, and 12.</p>	<p>Near-term</p>
<p>7c</p>	<p><i>Ensure that in-service training is interactive.</i></p> <p>Action Items 7a and 7b are prerequisites. The Training Council or its designees will periodically observe trainers as they conduct FIP trainings for first-line supervisors and ensure that the trainings are delivered with a meaningful level of interactivity.</p> <p>This Action Item is responsive to Recommendation 11.</p>	<p>Near-term</p>
<p>8</p>	<p><i>Identify appropriate supplemental FIP trainings for officers of all levels of experience.</i></p> <p>As discussed in Action Item 7a, various trainings already exist, such as the IACP LPO course and courses administered by Dr. Lori Fridell’s company. The Training Council will identify appropriate trainings for all levels of experience and ensure that these trainings are offered regionally. There may be a need to identify and access additional resources.</p> <p>This Action Item is responsive to Recommendation 13.</p>	<p>Near-term</p>

<p>9</p>	<p><i>Provide trainings covering traffic-stop data collection.</i> Dr. Stephanie Seguino’s recent report on statewide traffic-stop data indicated that there are issues with the data collection required by 20 V.S.A. § 2366(e). The Training Council will develop a training to ensure that meaningful data is collected uniformly throughout the state. Pursuant to Action Item 11, the Training Council will also issue attendance reports that state whether agencies have sponsored personnel to attend this training. This Action Item is responsive to Recommendation 14.</p>	<p>Immediate</p>
<p>10</p>	<p><i>Ensure that in-service trainings are available on a regionalized basis.</i> Action Items 6a and 6b will be sufficient to implement this action item, but are not prerequisites. Prior to creating a regular schedule of off-campus training offerings, the Training Council will identify and use regional training venues on an ad hoc basis. This action item may require identifying and accessing resources to identify, develop, or upgrade regional venues. This Action Item is responsive to Recommendations 10 and 13.</p>	<p>Near-term</p>
<p>11</p>	<p><i>Issue annual reports on attendance at in-service trainings.</i> The Training Council will report whether agencies sponsored members to attend trainings, which trainings their members attended, and how many members attended. This Action Item is responsive to Recommendation 14.</p>	<p>Near-term</p>
<p>12</p>	<p><i>Review the existing academy entrance exam.</i> The Training Council will review the current entrance exam for the Vermont Police Academy and identify questions that will are not relevant to assessing candidates’ fitness for service in law enforcement. This Action Item is responsive to Recommendation 15.</p>	<p>Near-term</p>
<p>13</p>	<p><i>Identify tools to measure personal traits that may be helpful in law enforcement service.</i> The Training Council is considering using the Myers-Briggs Type Indicator to identify individuals possessing traits that would help them excel in law enforcement service. This Action Item is responsive to Recommendation 15.</p>	<p>Near-term</p>

<p>14</p>	<p><i>Explore options for how to test for relevant knowledge and abilities that the current exam does not currently assess.</i> The Training Council will identify additional skillsets and areas of knowledge that can be tested in the entrance exam and develop relevant and meaningful test questions. This may need to be done in consultation with another entity, and will likely require securing funding. This Action Item is responsive to Recommendation 15.</p>	<p>Long-term</p>
<p>15</p>	<p><i>Create a basic training resource page on the Police Academy website.</i> Relevant information is currently available. The Training Council will post this information on a relevant part of the website for the Vermont Police Academy. This Action Item is responsive to Recommendation 16.</p>	<p>Immediate</p>
<p>16</p>	<p><i>Create opportunities for out-of-state applicants to take the entrance exam for the Vermont Police Academy.</i> The Training Council will work with out-of-state agencies to make it possible for candidates from other states to take the Vermont Police Academy entrance exam in locations outside Vermont. This Action Item is responsive to Recommendation 16.</p>	<p>Near-term</p>