

5A-2

REVISED

Meeting Date: December 16, 2014 ☐ Consent ☒ Regular
 ☐ Ordinance ☐ Public Hearing

Submitted For: Commissioner Taylor

Motion and Title: **Staff requests Board direction:** on the Board sponsoring and attending a full day “Fair and Impartial Policing” seminar to be conducted under the auspices of Catalyst for Justice, conducted by Dr. Lorie Fridell.

Background and Policy Issues: None

Attachments: Catalyst for Justice Submittal

Approved By:  12/8/14
County Administrator Date

II. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact:

Fiscal Years	20 15	20 16	20 17	20 18	2019
Capital Expenditures					
Operating Costs					
External Revenues					
Program Income (County)					
In-Kind Match (County)					
NET FISCAL IMPACT	X				
No. ADDITIONAL FTE POSITIONS (Cumulative)					

Is Item Included In Current Budget? Yes No
Budget Account No.: Fund Department Unit
Object Reporting Category

B. Recommended Sources of Funds/Summary of Fiscal Impact:

C. Departmental Fiscal Review:

III. REVIEW COMMENTS

A. OFMB Fiscal and/or Contract Dev. and Control Comments:

* IF approved Fiscal impact will be \$3,000

12/4 12/14

OFMB

12/5/14

Contract Dev. and Control

B. Legal Sufficiency:

n/a DN

Assistant County Attorney

C. Other Department Review:

Department Director

Catalyst for Justice (C4J)

Palm Beach County, Florida

December 1, 2014

Commissioner Priscilla A. Taylor
301 North Olive Ave., Suite 1201
West Palm Beach, FL 33401

Dear Commissioner Taylor:

Since 2010, Catalyst for Justice (C4J) has been working to reduce biased policing in Palm Beach County by educating law enforcement and community leaders on the science-based **Fair and Impartial Policing Perspective** (FIP.) Developed by Dr. Lorie Fridell, a nationally recognized expert on the subject and a consultant/trainer to the U.S. Department of Justice (US DOJ), the FIP perspective addresses the impact of unconscious or implicit bias on even well-meaning law enforcement officers.

To date, the Office of Community Oriented Policing Services (COPS Office) of the US DOJ has invested \$1 million in the FIP initiative, and they are providing FIP training to agencies at risk for US DOJ Special Litigation Unit investigations for unconstitutional practices, including biased policing. Most recently, in response to the shooting of Michael Brown in Ferguson, the COPS Office held trainings conducted by Dr. Fridell for St. Louis County Law Enforcement as part of the effort "to build trust and strengthen the relationship between law enforcement and the communities they serve."

As a result of C4J's efforts, Dr. Fridell has conducted FIP trainings in Palm Beach County over the past few years, including sessions for law enforcement command level personnel together with community stakeholders, and for agency first-line supervisors. The Palm Beach County Sheriff's Office and the West Palm Beach Police Department have co-sponsored and financed several of the trainings. Law enforcement participants have included both those and other area agencies.

C4J would like to propose the Board of County Commissioners sponsor and participate in a one-day seminar presented by Dr. Fridell on the topic of Fair and Impartial Policing.

At our request, Dr. Fridell is tentatively holding her first available dates for a presentation in Palm Beach County: January 21st, 22nd or 23rd, 2015. Her fee is \$2,000.00 per day, plus travel expenses. C4J will provide assistance with the organization and coordination of Dr. Fridell's presentation as a pro bono service to the Commission.

The attached documentation gives background information on Catalyst for Justice, Dr. Fridell and the Fair and Impartial Policing perspective and training programs.

We are available at your convenience to answer any questions or provide additional information.

Sincerely,

Catalyst for Justice

Jane E. Tierney, CEO
C.B. Hanif, President
Rabbi Paul Menitoff, Chair

Contact: Jane Tierney (561) 889-883 or tierneyje@bellsouth.net

*Wants me
Commissioner to
lead the effort
Sponsor and participate
1 day seminar
about anti-bias*

Catalyst for Justice (C4J)

How Did C4J Begin?

It began with the national conversation on racial profiling that followed the July 2009 encounter between Harvard Prof. Henry Louis Gates, Jr. and Cambridge Police Sgt. James Crowley. We believe the event offered America a teachable moment — in Dr. Gate’s words, “*an occasion for education, not recrimination.*”

That perspective resonated positively with us as citizens involved in the community. Following the meeting and conversation between Dr. Gates and Sgt. Crowley, hosted by President Obama, we were inspired to think about ways we might promote constructive engagement on the topic in our own community and beyond.

Our experiences as community advocates from diverse racial, ethnic and religious backgrounds motivated us to develop ***Catalyst for Justice***: an organization focused on significantly decreasing the incidence of biased policing.

How Will C4J Achieve Its Goals?

We are working to become well grounded in the concerns of the entire community: residents, advocacy groups, law enforcement and other justice system officials.

Through research, education, training, discussion and similar vehicles, we hope to sensitize everyone to the dilemmas and challenges that confront both police officers and the people they serve.

These perspectives will be shared within an environment that is safe and conducive for community members and officers to speak the truth without blame or fear of retribution.

We expect this approach will result in recognizably changed attitudes and behaviors.

We are solution-focused and believe that requires respectful collaboration among community groups, law enforcement and other justice system officials. We will identify and apply established best practices and evidence-based research. Rather than seeking the spotlight, we will earn and maintain the trust of all parties.

Conclusion

Equitable treatment is the law and one of America’s core values. Significantly decreasing the incidence of biased policing will lower the level of fear and tension experienced by community members, lessen the number of lawsuits, and promote more effective policing and stronger support for the vital work of law enforcement officers.

Catalyst for Justice

Jane E. Tierney, CEO

C.B. Hanif, President

Rabbi Paul Menitoff, Chair

Contact: (561) 889-8831

tierneyje@bellsouth.net

Palm Beach County, FL

09/29/14

Department of Justice

Office of Public Affairs

FOR IMMEDIATE RELEASE

Thursday, November 6, 2014

U.S. Department of Justice Holds Two-Day "Fair and Impartial Policing" Training for St. Louis County Law Enforcement

MEDIA ADVISORY

COPS Office to Hold Media Availability on Fair and Impartial Policing on Friday, Nov. 7, 2014

The Office of Community Oriented Policing Services (COPS Office) is holding a *Fair and Impartial Policing* training on Thursday, Nov. 6, and Friday, Nov. 7, with local law enforcement as part of the Collaborative Reform Initiative and technical assistance taking place in St. Louis County. The two-day *Fair and Impartial Policing* training will include command-level law enforcement leadership from St. Louis County, St. Louis Metropolitan, Missouri Highway Patrol and Ferguson, Missouri, Police Departments, as well as local community members. The training is closed press; however, there will be a media availability on Friday at the conclusion of the training session.

This latest effort to build trust and strengthen the relationship between law enforcement and the communities they serve is the first of several regional collaborative reform trainings on law enforcement strategies and best practices. Under the COPS Collaborative Reform Initiative for Technical Assistance (CRI-TA), the COPS Office provides intensive, comprehensive assessment and support to agencies experiencing significant systemic challenges. The *Fair and Impartial Policing* training is specifically designed to enhance officers' understanding of how bias — including implicit or unconscious bias — affects officer behavior, and the impact that biased policing has on officers and the community. Subsequent training sessions will focus on educating first-line supervisors and police trainers as a way to integrate these concepts into day-to-day police practices.

This training session will be led by Dr. Lorie Fridell, a national expert on racially biased policing, and Noble Wray, a retired Chief of Police from the Madison, Wisconsin, Police Department.

WHO: Ronald L. Davis, Director of the COPS Office at the U.S. Department of Justice

Dr. Lorie Fridell, Fair and Impartial Policing technical assistance expert and associate professor at the University of South Florida's Department of Criminology

Noble Wray, *Fair and Impartial Policing* technical assistance expert and retired police chief for the Madison, Wisconsin, Police Department

WHAT: Media Availability on *Fair and Impartial Policing* in St. Louis County

WHEN: Friday, November 7, 2014, at 1:30 p.m. CST

WHERE: Maryville University-Southwest Campus, Liberty Mutual Building at 12250 Weber Hill Road, Sunset Hills, Missouri 63127

NOTE: All media must present government-issued photo I.D. (such as a driver's license) as well as valid media credentials. For additional questions, please email Kevin.s.lewis@usdoj.gov

or call 202-514-2007.

Additional Background on Collaborative Reform: In August, following the shooting of Michael Brown, President Obama asked Attorney General Holder to send Director Davis to work with police officials on the ground in Ferguson to help reduce tensions and build trust. Under the COPS CRI-TA, the COPS Office provides more intensive, comprehensive assessment and technical assistant support for agencies experiencing significant systemic challenges. Collaborative Reform is an independent and objective means to organizational transformation through an analysis of policies, practices, training, tactics and accountability methods around key issues facing law enforcement agencies. Along with Critical Response, Collaborative Reform has become a fundamental part of the department's overall continuum of services to advance community policing and ensure police agencies engage in constitutional practices. Currently, the COPS Office is engaged with several law enforcement agencies across the country, including the St. Louis County Police Department, as a way to advance widespread reform across the St. Louis region.

14-1239

Community Oriented Policing Services (COPS)

<http://www.justice.gov/opa/pr/us-de...>

Fair and Impartial Policing: A Science-Based Approach

Dr. Lorie Fridell, Associate Professor

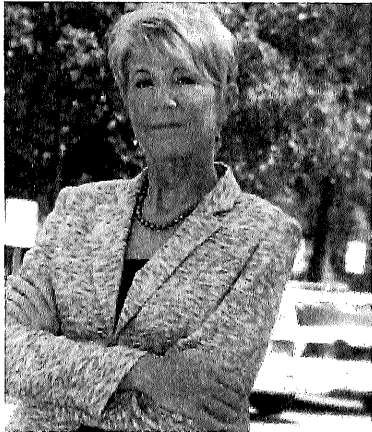
University of South Florida

Presenter

Lorie Fridell, former Director of Research at the Police Executive Research Forum (PERF), is a national expert on biased policing. She has authored and co-authored a number of chapters and books on the topic. While at PERF she co-authored with colleagues *Racially Biased Policing: A Principled Response*, which guides law enforcement executives on how to respond to the issues of racially biased policing and the perceptions of its practice. Concerned about the very high expectations that stakeholders had with regard to the data collected on police stops, she wrote *By the Numbers: A Guide for Analyzing Race Data from Vehicle Stops* and the companion book, *Understanding Race Data from Vehicle Stops: A Stakeholders' Guide*. Her most recent chapter (2008) is entitled "Racially Biased Policing: The Law Enforcement Response to the Implicit Black-Crime Association."

After being educated by the social psychologists who study human biases, Dr. Fridell developed the "Fair and Impartial Policing" perspective based on that science. Dr. Fridell is a keynote speaker at conferences on this important topic and has been invited on a number of occasions to speak to various chiefs/sheriffs associations and police accountability groups around the country and in Canada. She has trained for and/or consulted with a number of agencies/entities including the Chicago PD, San Francisco PD, Los Angeles PD, Toronto Police Services, Austin PD, Seattle PD, Massachusetts Chiefs Association, Piedmont PD, Oakland PD, Berkeley PD, La Crosse PD, Madison PD, Prince William County PD, Kansas Racial Profiling Task Force, Wisconsin Bureau of Justice Assistance, Institute for Law and Justice, Rhode Island Chiefs' Association, Wisconsin Chiefs' Association, and RAND Inc., to name a few. Her speaking skills are indicated by her five university-level teaching awards.

With funding from the U.S. Department of Justice and with assistance from national experts on law enforcement and the social psychology of bias, Dr. Fridell has produced science-based Fair and Impartial Policing curriculums for both recruits/patrol officers and first-line supervisors. She and her colleagues provide "train-the-trainer" programs so that trainers from around the country can learn to implement the recruit/patrol and supervisor programs in their own agencies and/or academies.



"Dr. Fridell's class is the gold standard for addressing contemporary issues of bias based policing"

Michael Gennaco, Independent Auditor
in a report prepared for the City of Palo Alto
2/16/2010, p. 8

Comments from Training Session Attendees

- *It was very interactive and made me think. The resources and facts/examples were amazing.*
- *The seminar was excellent; probably the best session on racially biased policing I've attended.*
- *Dr. Fridell's presentation skills are excellent and she delivers on point.*
- *Class discussion was open and honest.*
- *Was a positive approach to the topic!*
- *This training needs to be available to all officers and the community.*
- *Enjoyable training with good scientific information.*
- *Group discussion was valuable and showcased the very different approaches of different departments.*
- *Excellent training; highly recommended.*
- *(Instructor) aggressively addressed difficult topics with facts and experience.*
- *The instructor knowledge of the subject is exceptional.*
- *Very dynamic, interesting speaker. High energy.*
- *This course exceeded my most hopeful expectations!*
- *I obtained new ideas from the other students as well as from the instructor.*
- *Course content was great. Dialogue among participants was very beneficial.*
- *Great course. Very much the eye opener for this small agency.*
- *The course is excellent. We need to attract departments to it who don't think they need to go!*



Fair and Impartial Policing

Introduction

Over the past decade, police personnel, researchers, community leaders and other stakeholders have engaged in a national discussion about policing and bias; biases based on race and ethnicity have received the most attention. Much of the national discussion, however, has been based on outdated notions of how bias manifests in our society.

Early researchers on the psychology of bias reported that prejudice was based on animus toward groups and that a person with prejudice was aware of it. Bias with these characteristics is now known as “explicit bias”; racism is an example. More recent research on this topic provides us with a fuller understanding of how prejudice is manifested. Social psychologists report that bias has changed in our society. As one scientist proclaimed, “Modern prejudice is not your grandparents’ prejudice” (Fiske, 2008: 14). What these scientists have determined—through voluminous research on this topic—is that bias today is less likely to manifest as explicit bias and more likely to manifest as “implicit” (or “unconscious”) bias. Social psychologists have shown that implicit bias can impact what people perceive and do. It works outside of conscious awareness and manifests even in people who consciously hold non-prejudiced attitudes.

Bias starts with our automatic tendency to categorize individuals. We categorize individuals and objects to make sense of the world, which includes categorizing people we don’t know according to group membership. We then attribute to these individuals the stereotypes associated with their group. This does not require animus; it requires only *knowledge* of the stereotype. Implicit bias, like explicit bias, can produce discriminatory actions.

Research has examined implicit biases linked to ethnicity and race, gender, social class, sexual orientation, religion, body shape, age, and so forth. It has examined the manifestations of bias among members of various professional groups, such as doctors, other health professionals, medical students, educators, prosecutors, and law enforcement.

In policing, implicit bias might lead the line officer to automatically perceive crime in the making when she observes two young Hispanic males driving in an all-Caucasian neighborhood. It may manifest among agency command staff who decide (without crime-relevant evidence) that the forthcoming gathering of African American college students bodes trouble, whereas the forthcoming gathering of white undergraduates does not. Moving beyond racial and ethnic biases, implicit bias might lead an officer to be consistently “over vigilant” with males and low income individuals and “under vigilant” with female subjects or people of means. Where there is a crash with two different versions of what happened, implicit bias might lead the officer to believe the Caucasian man in the white shirt and tie driving the BMW as opposed to the Hispanic man in jeans and a pick-up truck.

So the bad news is that prejudice remains widespread and manifests below conscious awareness, even in those of us who eschew, at a conscious level, prejudices and stereotypes. The good news comes from the large body of research that has identified how individuals can reduce their implicit biases or, at least, ensure that their implicit biases do not affect their behavior. Scientists have shown that implicit biases can be reduced through positive contact with stereotyped groups and through counter-stereotyping, whereby individuals are exposed to information that is the opposite of the cultural stereotypes about the group. Another set of remedies doesn’t require that we rid ourselves of the implicit biases that took a lifetime to develop. The social psychologists have shown that, with information and motivation, people can implement “controlled” (unbiased) behavioral responses that override automatic (discrimination-promoting) associations and biases.

Fair and Impartial Policing Training Programs

Around the country, traditional racial-profiling training programs have not been based on outdated understandings about prejudice. Many such training programs have conveyed the message, “stop being prejudiced,” with an emphasis on reducing animus toward stereotyped groups. From the science, we now know that this message is ill-suited for most individuals in modern society, including most individuals in policing, who may not have explicit prejudices. Further and more important, individuals receiving such messages can be offended—producing a backlash against these efforts.



The Fair and Impartial Policing (FIP) training program applies the modern science of bias to policing; it trains officers on the effect of implicit bias and gives them the information and skills they need to reduce and manage their biases. The curricula address, not just racial/ethnic bias, but biases based on other factors, such as gender, sexual orientation, religion, socio-economic status and so forth. These curricula are founded on the following fundamental principles:

- ✦ All people, even well-intentioned people, have biases
- ✦ Having biases is normal to human functioning
- ✦ Biases are often unconscious or “implicit,” thus influencing choices and actions without conscious thinking or decision-making

- ✦ Policing based on biases or stereotypes is unsafe, ineffective and unjust.
- ✦ Fair and impartial policing is a cornerstone of procedural justice and important for the achievement of agency legitimacy.
- ✦ Officers can learn skills to reduce and manage their own biases.
- ✦ Supervisors can learn skills to identify biased behavior in their direct reports and take corrective actions when they detect biased policing
- ✦ Law enforcement executives and their command-level staff can implement a comprehensive agency program to produce fair and impartial policing.

There are five Fair and Impartial Policing curricula (three of which were developed pursuant to cooperative agreements with the U.S. Department of Justice, Office of Community Oriented Policing Services). The curricula, all based on the science of bias, are customized for these audiences:

- ✦ Academy Recruits and/or In-Service Patrol Officers
- ✦ First-Line Supervisors
- ✦ Mid-Managers
- ✦ Command-level Personnel (or Command Personnel and Community Leaders)
- ✦ Law Enforcement Trainers

These five training programs fill a significant gap in resources for agencies that are attempting to address the national problem of biased policing (including, but not limited to, *racially* biased policing). The project to develop these curricula greatly benefited from the expertise of a distinguished national Curriculum Design Team (CDT) comprised of experts in the area of biased policing, police executives, first-line supervisors, officers, and community stakeholders. Additionally, and importantly, social psychologists from around the nation who conduct the research on human biases were members of this team.

All five training programs have been implemented with the target audiences (recruits/patrol officers, first line supervisors, mid-level managers, command staff and law enforcement trainers) in multiple and diverse training environments. The evaluations are consistently very positive.

Both the **recruit academy/patrol officers'** and the **first-line supervisors'** curricula consist of three modules:

- ✦ Module 1: Understanding Human Bias
- ✦ Module 2: The Impact of Biased Policing on Community Members and the Department
- ✦ Module 3: Skills for Fair, Impartial, and Effective Policing

The first two modules are very similar in the two curricula—merely customized in language and exercises for the target populations. The third module of each curriculum teaches the specific skills needed by that audience.

A 6-hour training program for **recruits in the academy or in-service patrol officers** helps these individuals to:

- Understand that even well-intentioned people have biases;
- Understand how implicit biases impact on what we *perceive/see* and can (unless prevented) impact on what we *do*;
- Understand that fair and impartial policing produces *just, safe and effective policing*; and,
- Use tools that help him/her (1) recognize his/her conscious and implicit biases, and (2) reduce and manage biases.

Overwhelmingly *recruit participants* report that the information opens their eyes and *will* absolutely help them in their day-to-day work. Feedback on the exercises and videos range from “great” to “awesome.” One academy participant was returning to the job after being off it for several years; he wrote, “I had [been impacted by stereotypes/biases] as an officer but did not know it until now. I could have used you guys back in 1995!” Other comments from recruit and patrol officer attendees include:

- *“I am going to work in a very diverse environment and feel this training has helped me learn how to attempt to be unbiased towards situations I may encounter.”*
- *“I will go into each situation with this training in the back of my head.”*
- *“Absolutely (I will be able to apply the information and skills to my job). I felt that all the information was related to our jobs and how society relates to these issues as well.”*
- *“We were told we were going to ‘racial profiling’ class all day and, to be honest, that already put me off—thinking it was going to be the same stuff we always get. I was very, very surprised and happy to receive this training today.”*
- *“I learned what ‘implicit bias’ means and understand its effects on me, decisions I make and community perceptions of officers.”*
- *“Well presented. Most relevant discussions on topic of race relations I have heard in 14 years.”*
- *“(Strengths included) addressing everyone’s biases and not making it seem like a white guilt issue.”*

The 5-hour training for **first-line supervisors** (e.g., sergeants) starts with the two modules described above and then:

- Addresses how to identify subordinates who may be acting in a biased manner—including those well-meaning officers whose biased behavior may not be consciously produced;
- Provides guidance to supervisors on how they should respond to officers who exhibit biased policing behaviors;
- Challenges supervisors to think about how bias might manifest in their own behavior; and
- Provides guidance on how to speak about bias to individuals (e.g., officers, individual community members) and community groups and the media, including routine and crisis communication messages.

Identifying the appropriate supervisory response to biased policing can be challenging. Not only is biased behavior very difficult to prove, but, for the officers whose biased behavior is not intentional or malicious, “disciplinary” action would be inappropriate. Since, in many instances, there will only be “indications” and not “proof,” it will be important to convey when and how supervisors can

intervene to stop what *appears* to be inappropriate conduct while keeping in mind the ambiguous nature of the evidence as well as the sensitive nature of the issue.

First-line supervisors who have participated in the training report that they now have a new perspective for thinking about how bias (not just racial bias) might manifest in policing. The comments indicate that they emerge believing (some expressing surprise) that biased behavior can be unintentional and can manifest even in well-intentioned subordinates. Overwhelmingly, the participants report that they will be able to apply the information and skills from the training into their daily job as a supervisor. They report acquiring new tools for identifying when bias might be manifesting in their supervisees and new tools for intervening when they have concerns about subordinate behavior.

Comments include:

- *"I will better recognize bias and be able to address it with officers."*
- *"Examples presented made me reflect on my personal behavior as well as behavior of my subordinates."*
- *"(I learned) how to deal with biases that we all have."*
- *"I will use this training and teach my squad."*
- *"Helped me realize my own biases and will help me to better train those officers working under my supervision."*
- *"One of the best classes of this type I have attended."*
- *"(Some of the most useful info included) the fact that bias can occur and the officer doesn't even realize it."*
- *"Good information that I didn't know and great knowledge gained to take back to the people under me."*

The **mid-managers'** curriculum is targeted toward individuals who are above the rank of first-line supervisor and below what might be considered "command staff" in an agency (e.g., Captains). The 6-hour training combines elements from the command-level and first-line supervisor curricula; it:

- introduces the trainees to the science of bias, including the science underlying mechanisms for reducing/managing biases;
- helps mid-managers identify and intervene with subordinates who may be acting in a biased manner;
- challenges mid-level managers to think about how bias might manifest in their own behavior;
- provides guidance on how to speak about bias to individuals (e.g., sergeants, officers, individual community members) and groups/media; and
- Introduces the attendees to the elements of a comprehensive agency program to produce fair and impartial policing.

Mid-managers who participated in the training provided very strong evaluations of the course. Comments include:

- *"The course provided a great deal of information on bias and was presented in a manner that made it easy to understand and apply."*
- *"An outstanding class teaching about fair and impartial policing and biased policing. Included the science behind it."*
- *"The strength of the course content and presentation were the examples of the results of studies that supported the concepts."*
- *"Gave me some eye-opening information. I used to be able to say I wasn't biased; I can no longer say that. However, this course has now given me the opportunity to have an open conversation about this topic."*
- *"Presented in lay terms that was understandable."*

There is a 1.5-day training program for the **agency executive and his/her command-level staff**. An alternative form is to hold this training with both command-level personnel *and community leaders*. This training covers the science of bias, its implications for policing and the elements of a comprehensive agency program to promote fair and impartial policing, which includes assessments and reform in the realms of policy, recruitment and hiring, training, supervision and accountability, leadership, measurement, and outreach to diverse communities. Agency (and community) leaders exit the training with an action plan to implement a comprehensive program to promote fair and impartial policing.

This training has received very strong reviews from both police and community leaders. Some comments include:

- *"It was very interactive and made me think. The resources and facts/examples were amazing."*
- *"Provided all views of a complex problem that will bring all sides to the table for worthy, meaningful conversations."*
- *"I am leaving the class with a new perspective on my own views and beliefs. I have a new awareness of bias-based policing within my own agency. The presentation of scientific data provided me with a more convincing argument that supported the existence of unintentional, but widespread racial bias, which I was typically quick to dismiss."*
- *"I obtained new ideas from the other students as well as from the instructor."*
- *"(Instructor) aggressively addressed difficult topics with facts and experience."*

Additional comments reflecting the value of including community stakeholders include:

- *"Having law enforcement and community stakeholders in the room made for interactive and thought-provoking discussions."*
- *"Discussions enabled community and law enforcement to appreciate each other's views."*

A 2.5-day **Train-the-Trainer** program is designed to enable law enforcement instructors to implement both the recruit academy/patrol officers' and the first-line supervisors' training programs. This training "walks" participants through both the content and the training methodologies used throughout the Fair and Impartial Policing curriculums and provides opportunities for participants to "practice" teaching the content. FIP instructors provide technical assistance in small group

workshops on key concepts and techniques and provide critical assessments of participants' training skills during their "teach backs." Upon completion of the TOT (with some follow-up self-study and practice), participants are able to implement the two FIP curriculums within their own agencies or academies. TOT participants will be able to:

- Understand the social-psychological research on implicit bias and its implications for both patrol officers' and first-line supervisors' actions
- Discuss the impact of policing on community members and the law enforcement organization
- Discuss the knowledge and skills that patrol officers and supervisors need to promote fair and impartial policing
- Demonstrate proficiency in using appropriate adult learning methods to support the training objectives and effectively presenting and debriefing problem-based case scenarios.

Comments from previous TOT participants:

- *"Excellent training—I cannot wait to present the material."*
- *"Critical area of training for police. Use of scientific approach is great."*
- *"Excellent blend of lecture, facilitation, team teaching, group exercises, and teach-back."*
- *"I enjoyed the class and look forward to instructing the classes."*
- *"Excellent training! The teach-backs were critically important."*

Conclusions

Although still relative new, the fair and impartial policing perspective is getting a lot of attention and acquiring "converts" from around the nation. It was highlighted in an article in the *Police Chief* in November 2011 (Gove 2011) and twice in the *Royal Canadian Mounted Police Gazette* (Fridell 2010, Laszlo 2012). Entire states are adopting the FIP perspective, including Kansas, Rhode Island, Wisconsin and South Carolina. The Special Litigation Unit (SLU) of the USDOJ, which investigates agencies that are suspected of engaging in unconstitutional practices, including biased policing, is promoting training that addresses how unconscious or "implicit" biases impact on even well-meaning officers. The US DOJ COPS Office is providing FIP training to agencies *at risk* for SLU investigations with the hopes that those agencies can get on track to produce fair and impartial policing and avoid SLU intervention.

The science-based FIP perspective is wholly consistent with the law enforcement commitment to *evidence-based policing*. It rejects our traditional way of thinking about this national issue—a "thinking" that has overused the "racist" label, applying it to even the overwhelming number of well-meaning law enforcement professionals who, in fact, aspire to provide fair and just policing in the communities they serve. Both law enforcement professionals and concerned community stakeholders can come together around this common perspective and its associated plans of action for police at all levels of the department.

Trainings: Lengths, Costs and Size

The lengths and costs for trainings are: (1) Command 1.5 days, \$5000 plus travel costs for one trainer; (2) mid-level managers 6 hours, \$2300 plus travel costs for one trainer; (3) first line supervisors 5 hours, \$3500 plus travel for two trainers; (4) patrol officers 6 hours; \$3500 plus travel for two trainers; (5) train-the-trainer 2.5 days, \$16,000 plus travel for 3 trainers (estimated at \$3000 to \$5000 depending on location). The TOT is capped at 25 students; all other programs accommodate up to 30 trainees.

There is a \$200 additional fee for Canadian agencies for the command-level and TOT sessions, because of the greater delivery costs associated with sending participant materials.

For more information on Fair and Impartial Policing and the associated training programs, go to www.fairandimpartialpolicing.com or contact Lorie Fridell at lfridell@fairandimpartialpolicing.com