



An exclusive panel of Law Enforcement
& Community Luminaries participating in a forum
Living Together + Working Together = Respect

HEROZONA
FOUNDATION
U.S. VETERAN EDITION
2018



presented by



The Bridge Forum: Veterans Edition

“Connecting Community Engagement with Police Professionalism”

Police Chiefs and the community have additional tools to communicate and solve local issues by creating an open dialogue with Community Leaders who will make an impact along with Police Professionalism.

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Introduction:

The Bridge Forum was a concept to create an action-oriented forum to create change around community engagement and police professionalism. The goal was to create a forum where community and police chiefs could collaborate on the engagement in their communities.

The Bridge Forum is an invitation-only event which seeks solutions and best practices from top law enforcement professionals and community luminaries. There have been five prior Bridge Forum programs focused on improving police relations with the community.

"The Bridge Forums are an important tool for the community stakeholders," says HeroZona Foundation Co-Founder and U.S. Army Desert Storm Veteran, Alan "AP" Powell. "In the past, these discussions have been geared toward high school students and how leaders in the community can support their future. For this forum, we are taking that same approach, but for veterans."

The Bridge Forum: Veterans Edition

The Bridge Forum U.S. Veteran Edition was the sixth Bridge Forum, and the first veterans focused Bridge Forum. It took place in Phoenix, Arizona on Wednesday, November 14th, 2018, as part of the HeroZona National Veteran Summit, a multi-day event providing programming, workshops and panels for veterans that focused on providing entrepreneurship, employment and education. It also provided job opportunities to veterans. All workshops and the business and career fairs were free to student veterans, Reserve Officer Training Corps, active duty military, military veterans and their spouses. This summit allowed those in attendance the opportunity to network, connect and learn. Hundreds of veteran-owned businesses attended the multi-day experience, conducting interviews on-site. Participating businesses conducted 600 interviews, and about 80 percent of those interviewees were hired.

The Bridge Forum purpose was for creating a national solution to pressing issues important to our veteran community. The Bridge Forum panel discussed ways to better support veterans with recruitment, hiring, opportunities in service, veterans in crisis and support systems.



The guiding theme is "Living Together+ Working Together= Respect". The forum featured experts and advocates of the veteran community who led interactive, results-oriented dialog sessions. Those who represent Veterans Service Organizations, law enforcement, community organizations, and the media attended.

Panelists included:

- **Tenasha Hildebrand**, Director of Crisis Services, Mercy Maricopa Integrated Care, U.S. Army Veteran
- **Abe McCann**, Employment Roadmap Coordinator, Arizona Coalition for Military Families, U.S. Army Veteran
- **Sabrina Taylor**, Police Detective, Coordinator, Crisis Intervention Team, City of Phoenix
- **Patricia George**, Prosecutor, City of Phoenix Veterans Court
- **Kelly Anne Wilde**, Arizona Coalition for Military Families, U.S. Army National Guard Veteran
- **Dan Brown**, Chief of Police, Winslow, U.S. Marine Corps Veteran

Master of Ceremonies:

- **Wanda A. Wright**, Director, Arizona Department of Veteran Services, U.S. Air Force Col. (Retired)

Moderator:

- **Ronnie R. Williams**, President & CEO of HeroZona Foundation, U.S. Air Force Veteran

Agenda

Welcome & Introductions

Ronnie R. Williams, President & CEO HeroZona Foundation

Honor Guard

Phoenix Police Department

National Anthem

Ronnie R. Williams

Pledge of Allegiance

Dennis E. Prince Sr. HeroZona Foundation

Special Guests

Representative Reginald Bolding Jr., Arizona's 27th District

Mayor Thelda Williams, City of Phoenix

Police Chief Jeri L. Williams, City of Phoenix

Matthew J. Shuman, National Legislative Director American Legion

Panel Discussion

Breakout Sessions

Employment

Court

Resources

Legislation

Crisis intervention

Final Thoughts/Next Steps: Aaron Bare, PhD; Alan G. Rodbell, Scottsdale Chief of Police

OUTCOMES:

During the opening panel session and during each breakout session moderators facilitated conversations and took input and fielded questions from the audience. During these sessions, scribes took notes of the conversations and those notes were compiled into an outcome document. The management staff of the Scottsdale Police Department reviewed those notes and identified the actionable items, and the applicable entity responsible for taking the action. The responsible parties were identified as: law enforcement leaders; law enforcement first responders; legal/court; legislative body; mental health professionals; and veterans.

In total there were 62 actionable items identified. Of those, 26 were identified action items that law enforcement, either leaders or first responders, could pursue to help veterans. Those 26 items are listed in Addendum 1. The remaining 36 items were actionable by the other responsible parties and are listed in Addendum 2.

How to use this document:

The intent of this document is to provide information to organizations and agencies seeking initiatives they can implement regarding veterans, either employees, or in the community. Each organization should review all 62 action items to assess feasibility of implementation in their organization. Just because one action item has been identified as actionable by one party does not mean another party could determine it is feasible for their organization as well.

Three key themes were identified in review of the action items.

1. responding to calls involving veterans,
2. recruiting, hiring, and retaining veteran employees; and
3. assisting veterans in our community.

There is some cross over that would allow an item to be under multiple themes. It would be up to each agency using this resource to assess the way in which they would implement each action item as their implementation may be more suited for one theme over another. One action item may be more suited for attracting and hiring veteran employees but could also be implemented as a way of assisting veterans in the community. An individual review by each agency should be taken to determine implementation.

These 62 identified action items are not the only ones that could be taken. Individual review of the comprehensive notes may identify additional items that could require action. Each organization or agency should assess both the action items and the notes.

After assessing the action items and notes and determining which are feasible for implementation, the items could be included as part of a larger strategic plan or taken on as immediate projects within the agency or organization.



The Soleri Bridge in Scottsdale

Addendum 1. Twenty-six actionable items for law enforcement

The below listed action items were derived from the conversations at the panel session and the breakout sessions and have been identified as actionable by law enforcement, either leadership or first responders. Some of the listed action items are similar as they appeared in separate conversations in separate breakout sessions.

1 More education towards law enforcement leaders about services and rights granted to veterans

Applicable to: Police Department Leaders

Need to have law enforcement leaders seek education about services they can provide to veterans they encounter in the field. The leaders would then ensure their agency is trained on the available services and can provide references when needed in the field, or with their co-workers.

2 Trained observers in workforce

Applicable to: Police Department Leaders

Train the workforce on identifying potential veterans and on veteran culture to better assess whether a contact could be a veteran.

3 CIT trained focus on veterans

Applicable to: Police Department Leaders

Train the workforce on crisis intervention, especially involving veterans and PTSD, so they are prepared to de-escalate /identify crisis issues.

4 Be Connected help line/crisis line

Applicable to: Police Department Leaders

Police agencies should have a list of help lines/crisis lines as a resource for veterans police may encounter in the field.

5 Helping with employment: veterans support employment program that trains employers

Applicable to: Police Department Leaders

Police agencies should form relationships with various support programs who train job seekers, train employers, and connect potential employees with possible employment opportunities.

6 First responders speak on behalf of veterans in veterans court

Applicable to: Police Department Leaders

If appropriate, first responders could speak at Veterans Court on behalf of veterans.

7 Connecting with law enforcement community

Applicable to: Police Department Leaders

Develop programs and outreach that allows veterans to have exposure and connection with the law enforcement community to foster relations and recruitment.

8 Education about military culture for law enforcement for those without service history

Applicable to: Police Department Leaders

Develop programs for employees who have not had service history to educate them on the culture of veterans.

9 Veterans hired as civilians in law enforcement

Applicable to: Police Department Leaders

Develop a listing of opportunities for veterans, including civilian opportunities, not just officer. Match skills in military to opportunities.

10 Support system for spouse/family

Applicable to: Police Department Leaders

Develop programs to help spouses of veterans find employment, get assistance, and find caregivers and that allows veterans more opportunity.

11 Benchmark other agency programs for veterans

Applicable to: Police Department Leaders

Research best practices in veteran programs with other agencies and adopt their policy and programs.

12 Have a unit to address veteran needs

Applicable to: Police Department Leaders

Recommendation to add a full-time unit/function focused on helping those employees who are veterans navigate the benefits and programs available to them.

13 Ensure government training at higher levels is available down at law enforcement level

Applicable to: Police Department Leaders

Ensure training on veteran's issues provided to executive staff is passed down to management staff for follow up and/or implementation.

14 Teach nonmilitary the culture of military – familiarize

Applicable to: Police Department Leaders

Develop programs for employees who have not had service history to educate them on the culture of veterans.

15 Accept military background check

Applicable to: Police Department Leaders

Police leaders should work with POST to accept military background checks for veteran law enforcement candidates.

16 Hire on in other areas within the agency or city until you can get them into academy

Applicable to: Police Department Leaders

Have positions within the city where veterans could work temporarily until an officer position is available.

17 Where to go to hire veteran: military base

Applicable to: Police Department Leaders

Hold recruitments at military bases/facilities to accommodate veteran applicants.

18 Address officers returning from military duty potentially suffering with PTSD

Applicable to: Police Department Leaders

Have programs to address potential issues with PTSD for officers returning from military deployments.

19 Connecting to the culture - speak veteran vernacular

Applicable to: Police First Responders

Learn the military culture and language to better connect with veterans, including those seeking employment.

20 Form connections with veterans we encounter

Applicable to: Police First Responders

Look for identifying information that could help assess if the person you are contacting is a potential veteran. Identifiers could include military license plates or decals on cars, military tattoos or jewelry. Use this to form a connection with the veteran.

21 Bridge gaps between veterans and non-veterans

Applicable to: Police First Responders

Attend programs for employees who have not had service history to learn the culture of veterans.

22 Establish rapport - assist veterans in getting over shame of being homeless

Applicable to: Police First Responders

Recognize the situation of veterans who may be homeless.

23 Use CIT Programs/PCIS

Applicable to: Police First Responders

Use Crisis Intervention Training, Police Crisis Intervention Specialists, and other available programs to assist veterans.

24 Use training for veteran issues. Relate as veterans

Applicable to: Police First Responders

Develop programs to train employees who have not had service history to educate them on the culture of veterans.

25 Use police alumni or other police groups/organizations for listing resources and organizations to support veteran employees

Applicable to: Police First Responders

Provide a source for first responders to access to get all available resources available to veterans. These organizations are not under direction of law enforcement leaders and are usually employee driven and led.

26 De-escalate - treat them with dignity and respect

Applicable to: Police First Responders

Treat veterans with dignity and respect and attempt to de-escalate situations.

Addendum 2. Remaining thirty-six actionable items by applicable party for action other than law enforcement.

The following actionable items were identified as actionable by a party other than law enforcement. It is up to each agency/organization using this resource to identify if the action could pertain to them and if so, how they would implement the action.

Legal/Court

1. Military checkboxes on legal documents.
2. Veterans Court know what your community offers.
3. Veterans Court as inclusive as possible bringing everyone to the table.
4. Probation and Veteran Court Services.
5. Coordinated effort when discharged from jail, hospitals.
6. Make sure rep is there to explain Federal benefits.
7. Have Veterans Benefit Officer in the courtroom, make sure the vets received compensation information.
8. More mentors to walk vets through the process.
9. More service officers for Veterans Court.
10. Mentor/peer navigator to help vet manage the process (help get started by filling out forms or ordering forms).

Veterans

11. Input info and matches them to services.
12. Military and Veteran Services Network.
13. Misunderstanding/not identifying as a veteran.
14. American Legion (Cultural Shift).
15. Tapping resources for volunteers.
16. Build more of a sense of community with jobs fairs, health fairs.
17. AZ Corporate Council on Veterans Affairs – Join.
18. Join or ask American Legion.
19. Mentor/Mentee reach out.
20. Idea for certificate program through Maricopa County Community College for mentorship.

Legislative Body

21. Statewide umbrella to develop a mentor program.
22. Veteran's Justice and Resource Center - one building multiple offerings.
23. One court for entire county for veteran's court, regional vs city courts.

24. Everyone be registered with VA prior to discharge.
25. Subject matter experts advocating for what matters.
26. Eligibility criteria constantly changing.
27. How to utilize VA, GI Bill, home loans.
28. Bring in partners, funding, school partners.
29. Develop new courses - cyber security analogy.
30. Some transport program like a voucher program for UBER?

Mental Health Professionals

31. Educate that veteran does not equal PTSD or violence.
32. Use local media to stop stigma of veterans associated with mental illness.
33. Adding more psychiatrists at the VA Hospital that are female for female veterans.
34. Follow Up 6 months (to a year) checking up on job, marriage, health, VA registration, etc.
35. Access to resources/training, partner to help spouse get work, peer support groups/EAP work.
36. 1st responders/support system to assist on scene rather than law enforcement.

Addendum 3. List of potential resources discussed.

Resources Discussed:

- Veterans court and probation services
- Be Connected program
- 1-866-4azvets
- Veterans support employment program that trains employers
- American Legion, VFW
- Vet Center, VA
- Justice for Vets, national clearinghouse
- Veteran Justice Outreach coordinator from VA
- AZ State Bar, Law for Veterans
- Department of Veteran Services
- Veterans helping veterans
- VA, GI Bill
- Public Benefit Corporation. PBC, Veteran's Advantage
- Abe's Organization (American Legion)
- Ability 360 - gym for vets missing limbs
- AZ Corporate Council on Veteran Affairs
- Hilton Honors - free for LE testing
- Be Connected website
- VA Loans, VA hospital
- Maricopa County community action programs CAPS
- Veterans helping Veterans
- VA programs for food, water, bus passes, bicycles
- CRCC community resource and referral center 15th street and Thomas in Phoenix
- Bullet Proof, run by the 100 club
- Mercy Maricopa

Addendum 4. Comprehensive notes from panel and each breakout

Bridge Forum
Veterans Edition
Panel

Responding to calls with veterans

CHIEF BROWN

- Winslow lacks services despite a lot of veteran population
- PTSD CFS – Walmart (VA not paying for meds)
 - o A fellow USMC vet talked through it and understanding
 - o Veterans helping Veterans through service
- More education towards Law Enforcement leaders about services and rights granted to them
- Tapping resources for volunteers

DET. TAYLOR

- First few seconds are tactical then connect
- License plates, toys, car seats, tattoos to form connection
- Every officer knows or is a veteran
 - o The Marshall project
- Major passion to help veterans
- Trained observers to pick up on little details
- Not social worker – life is complex
- Veterans clear label of good guys

CHIEF BROWN

- Millennials more inclusive and wanting to help people (Millennial vets)
- 90% are CIT Trained in Winslow
 - o Goal of 100% - focus on veterans with VA Attendance in training
 - o Lack the patience to find resources
- Law Enforcement fills gap – we don't always have answers

PATRICIA GEORGE

- Veterans count
 - o Have you served?
- Why have you interconnected into my system to connect to services
 - o You missed along the way
 - o Pick you up so when done, we don't see you again
 - o 11% recidivism rate (misdemeanor)
 - o As inclusive as possible
 - o Bring everyone to the table when creating
 - o Will look at discharge history and will look at other services
 - o Felonies are not included in veteran court
 - Have to accept responsibility/guilt
 - Probation & Veteran Court Services

TENASHA HILDEBRAND

- “Are you a veteran?” Most people wouldn't self-disclose – “Have your served?” is more effective
 - o Have you served allows more room for conversation

KELLY ANNE WILDE

- Misunderstanding/not identifying as a veteran (served in Combat or not)
- People don't always look the part

CHIEF BROWN

- What term/phase does look like (Daughter)
 - o Navy – Did you serve
 - o USMC – Didn't finish term
- "Guise of Equality" doesn't always look like what we expect
- Cultural shift from American Legion

DET. TAYLOR

- Military checkbox on legal documents
 - o Consideration for "Have you served"

ABE MCCANN

- Employment – pre-concerned notions
 - o Gentler way to get in and what programs are eligible for

Resources

PATRICIA GEORGE

- Veteran court – anything & everything in the community
- Know what your community offers
 - o Mentors, service officer, law students, vet center

TENASHA HILDEBRAND

- Out/In/Physical/Crisis
- Realistic to uniqueness & depend on the person – fit to individuals
- Sense of community you lose after leaving service
- Provide service on entire continuum

KELLY ANN WILDE

- Be Connected Program in Arizona
 - o How do you find those and make it easy?
- 1-866-4-AZVETS
- Input info & matches them to services
- Military/Veteran services network
- Barrier – knowing about all the resource
 - o More now than ever

CHIEF BROWN

- Navajo County Services in Show Low; 4 hour roundtrip transportation
- Tons of Veterans on Navajo Nation / Hopi nation
 - o George Willy so humble, family didn't know he was a code talker
- Lack of knowing resources & having resources
- Limited to taking people in crisis to hospital

DET. TAYLOR

- Lots of resources in Maricopa County
- Be Connected in help line/crisis line
 - o Get them to a social worker
- Relationship with VA police; connect to ensure service
 - o "Thank you officer, may I have another?"

ABE MCCANN

- Helping with employment
 - o Veterans Support Employment Program that trains employers
 - o Job seekers get an assessment – barriers, service history
 - o Roadblocks, extremely marketable skills (not assigned to mos)
 - HR- infantryman
 - o Mock interviews
 - Subordinate > Rockstar
 - o Wind them up and let them go & they callback with multiple offers
 - o Internship network (6 mos to 1 year separation)

TENASHA HILDEBRAND

- Coordinated effort when discharged from jail, hospitals
 - o Yes-what went awry and how do we find resources for success
 - o Reduce likelihood of crisis again
- Progress has been made but still more to do

Veterans Court

Facilitators – Patricia George & Chief Tom Kelly

What resources are available in Veterans Court?

- Make sure rep is there to explain Federal benefits
- Have Veterans Benefit Officer in the courtroom, make sure the vets received compensation information
- Grant funds & employment coordinator
- Everything points to connectivity – VA, employment services
- Resources needed for:
 - o More mentors to walk Vets through the process
 - o Community services (American Legion, VFW)
 - o How to recruit for mentors through some of the community services
 - o More service Officers for Veterans Court
 - o Service officers needed for courts outside of metro Phoenix
 - o Make sure resources are vetted and provide follow through
 - o Mentor/peer navigator to help vet manage the process (help get started by filling out forms or ordering forms)
- Suggestion for:
 - o Statewide umbrella to develop a mentor program – needing leaders, trainers and mentors
 - “Veteran Mentor Project” online website
 - Idea for Veteran’s Justice and Resource Center – one building with multiple offices to work on prevention services
 - o One Court for entire county for Veteran’s court. Regional court vs city courts. Talk to legislators & judges/city councils
 - Intergovernmental agreements, it can be done

- Build more of a sense of community with job fairs, health info, make sure there is follow up 6 months out (to a year). Checking up on our vets. Make it mandatory for vets to return to talk about job, marriage, health, VA registration, etc.
- Everyone be registered with VA prior to discharge
- Vet Center vs VA
- Follow up is critical
- Part of the initial contract could require mandatory follow-up
- VA is regionalized for eligibility – makes it difficult moving to another state. The eligibility piece is not connected, have to enroll twice
- Can first responders speak on behalf of veterans? Officers, defense attorneys, judges, prosecutors can all refer to Veterans Court. It is completely voluntary. Must agree to all conditions
 - ✚ Extremely violent or some sex crimes aren't eligible as there is no program for those vets
- Resources:
 - "Justice for Vets" is a national clearinghouse
 - Veteran Justice Outreach Coordinator from VA
 - AZ State Bar "Law for Veterans"
- Department of Veteran Services works in proposing and supporting legislation. Where does it start and who takes the lead?
 - Idea for Certificate program through Maricopa County Community College for mentorship

Legislation

Facilitators – Dir Matt Shuman & Lt Ernie Cano

Are there gaps in State Legislation that could help first responders assist veterans?

- Can you name who your state representatives are?
 - State codes are determined there
- **"I don't write the laws, I just enforce them"**
- Subject Matter expert advocating for what matters
- Amended or Created
- Law prevents improvement to assist veterans
 - Initiatives/ideas to improve in your area
- Availability of resource when you need them
 - Volume of people coming into contact with
- Outside of Maricopa County
 - Be connected, great resource
 - Train executives
 - Find out AFTER you arrest
 - Out-processing with education
 - ✚ Contact Law Enforcement agency
- Transition Act
 - 1 week program to educate (Mandatory)
 - Drinking from Water hose
 - Augment online in friendly method

- ** Connecting with law enforcement community
 - o Para military culture – cup of coffee
 - o Starting with conversation
- Walmart incident in Winslow
 - o Came in to apologize to officers
- How often do Chiefs meet?
 - o Talk about being connected at next meeting
 - o Chief Brown volunteered to share
- What is a Veteran?
 - o * 24 hours
 - o Biggest group not identifying they are veterans
 - o Female veterans fastest growing demographic but don't talk about
 - o * Not enough psychiatrists at the VA Hospital that are female for female veterans
 - o Anything that could be made easier?
- Veterans on License, would it be helpful? Yes
 - o Is it Mandatory? No, request
 - o Choice generational
 - o Vietnam vs Now Dynamics

PTSD

- California Shooting
- Bad Paper Discharge
- Honorable vs Dishonorable discharge & employment
- Likely due to PTSD
- PD engaging with Dishonorable discharge, not eligible for VA, struggling
- East Valley example, won't accept help or keep up with resources, potential for violence
- Don't let officers determine eligibility
 - o Laws constantly changing; 1-year free mental health sources
- Not accepting of help
- Vet centers – eligibility criteria
- Eligibility criteria constantly changing
- Work with discharge upgrades
 - o If they say they are held back

Is the law perfect?

- Bi-partisan veterans caucus
 - o 11/1, Friday – Pre-session with ideas
 - Educate community & legislators
 - Bring in SMEs for education/needs & craft legislation

What could be better? After today, engage representatives to come with problem and solution; 2nd and 3rd order consequences

Process

- Representatives (state level) will respond
- Good job interacting with veterans
- Education for Law Enforcement for those without service history
- Be connected
- American Legion POST
- VFW

Shifting to Employment Legislation

- Gallego – broader spectrum
- Veterans Helping Veterans
- Power Bill, mortgage/rent assistance up to \$500 one time
- Legion assistance as well
- A lot of people start military to be officers
- Veterans hired as civilians in Law enforcement
 - o Veterans preference, only when equally qualified, get bumped
- 250,000 service members/year
 - o Transitioning out of military life
- Transition Act
 - o How to utilize VA, GI Bill, home loan
 - o Successful YOU and family received benefits (2 days)
 - o Individualization to what you want to do (3 days)
 - o Discussion on breaking out by MOS
 - o Follow up?
 - 🇺🇸 DOD, VA, Ed, Labor
 - 🇺🇸 No connectivity/communication with DOD & VA
 - 🇺🇸 Medical system approved (10 years to implement)
 - 🇺🇸 We know the problem, figuring out the Solution
 - 🇺🇸 Who is the sole responsible department to provide follow up?
 - 🇺🇸 Supposed to start process at the year mark
 - o Commanders tend to push start
 - o Minimum, 90 days of leaving
 - Mattis: Day you sign is the day you start to leave
 - Google project – pbc for veterans
 - o Help with PTSD
 - o Help with transition
- Info you get out is important
 - o Medical Benefits
 - o Federal level
 - o State level PTSD passed law year
 - 🇺🇸 Arizona is progressive

Arizona has a lot of veterans that aren't citizens and currently getting deported

- While active helping to gain citizenship
- Not protecting felons
- Service member responsibility to do steps for citizenship (how)
 - o DOD responsibility

Employment
Facilitator - Abe McCann

- Does anyone have any answers?
- Barriers to employment question – Kendrick – support
 - o Yes, support for veterans and family – should be talking about spouses, they serve right along with us; spouse has a role, family caregiver; barrier to employment is spouse – extra needs
 - o * Need entire support system for spouse/family – Northern Trust Bank as example
 - o (Comment) Sensitive to jobs keeping the family separated
 - o (Commend - Dan) –
 - ✚ Law Enforcement para military culture won't keep the family together, schedules difficult, now needs support.
 - ✚ PTSD – stress, reach out for help; Military would help – police law enforcement need help; deal with family dynamic; not flagged in psych but not an AZ requirement
 - o (Comment - Helen)
 - ✚ Thank POST how we recruit and hire – be Veteran friendly organization
 - ✚ Work just as hard to build support in organization and our employees will recruit instead of us
 - o (Scott)
 - ✚ Communication issues – oral boards – *veterans hesitant to communicate, communication style – yes, no short, sweet; not forthcoming with detailed information, causing them to fall out of hiring or cause performance issues after hire
 - o Rural agencies issues – no openings, less pay but do have local folks coming back. Some issues – cuss like a sailor, disconnect with non-military; Law Enforcement less comradery than military
 - o What are some veteran programs other agencies do
 - o We want veteran employees, support and bridge communities
 - o Abe's organization – access to resources/training, partner to help spouse get work; peer support groups/EAP work
 - ✚ Comment – All organizations should have units to address Veteran needs
 - ✚ Any person has access today through Abe
 - ✚ No one knew it was available before today
 - o Military mindset – can deal with similar stress to Law Enforcement but family support/resources also needed. Can also help pull the vet out of his shell
 - o Law Enforcement are all part of larger organizations – county/city/HR groups get training at higher level in organization but not always sent down to Law Enforcement organization
- *Open Door Policy – military says it but don't really mean it. No private would dare knock on General's door and no General expects it.
 - o Subordinates are not allowed to skip ranks
 - o In Law Enforcement, they can especially on non-work discussions; veterans may have issues with it
 - o Comments – Dbacks – companies want to support veterans, don't have the connections. Vets think different – solve problems- Analogy: Christmas tree- millennials – tree decorated halfway, no solution; thought to get a ladder – but vet would
- *Vets are Mission Oriented – they will finish the mission
- Want leadership from front; police world different, Sgt/Lt not always there; off putting for vets; Let vets make simple changes – MDT schemas, etc. Vets are resourceful, task oriented, make information

leaders, they get it done. Back up paramilitary culture. Don't bark orders are them. You can hire them but what will make them stay

- Support Groups/employers, who do it right?
 - o Skill Bridge- Tucson Electric Power, Jolie Brachamanti
 - ✚ Spent time to understand military culture and know resources; modified interview process- don't care what you did in Military. Focus on what you can do. Information interview- focus on getting them to come out of shell. No tell me a time when.... Send to Abe prior to interview; professional killer training in weapons – remove from resume. APD Does a great job too, DBacks too. Take the time to find the connections
 - o Ability 360 – gym for Vets missing limbs, DBacks help build community
 - o Chief Rodbell brought forward to AACOP, Chief Dan Brown Vet on board. How do we not just hire but keep them?
 - o *Teach non-military the culture of Military – familiarize. Help veterans; help people who may not connect to vets understand the culture
 - o We have respect for veterans – apprehension that hiring military gets hard edge, not softer community policing approach. Analogy – Native American disengaged, no, his culture not to challenge/questions the elders
 - o Abe-program – Talk about culture, help build support groups, can help those veterans who are rough around the edges
 - o Pete Nav – Some challenges for higher education, chain of command – knew in Military but not in University – not clear who to go to, not just one boss, spouses, challenging – expensive – support spouses
- Flagstaff PD Model – Commission?
- Law Enforcement demonized – people don't always want to come to Law Enforcement; need to be transparent, reputation in community. Biggest issue – where is society sitting – LE demonized for years, then hiring free, how hiring again.
- * Change perception – humans make mistake, don't try to get them out the door, especially veterans
- * What do your Veterans need? Education? Bring in partners, funding, school partners, SME's Access? Meet and build. Develop new courses- cyber security analogy
- Working on License Requirements? Yes, Col Wright updates Abe on all legislation
- * Find your issue, Abe will find the resource that will help you best. Not all PD's/Veterans are the same
- AZ Corporate Council on Veteran Affairs – Join
- Join or ask American Legion
- * Pinal County Sheriff – New, County Atty/National Guard to accept Military background check, uses skill bridge hire on as pre hire in streets or transportation until get them into Academy. Helps them feed family during the Gap.
- * Where do we go to hire Veteran? Military base? How, point of contact? Entire Battalion want to come? How? Bases have recruitments
- * Hilton Honors – puts up Veterans for free for LE Testing

After – Overview to Group

- Connecting to the Culture – relate to Civilians, guidance, development, ways to connect, speak veteran
- Not local – but nationwide crisis
- Negativity about law enforcement – non-traditional recruiting
- Bridge gap between Veteran and Non
- Technical Assistance – ton of resources

Resources

Facilitator – Kelly Anne Wilde & Cmdr Randy Rody



- Be Connected
- 1-866—4AZVETS
- What is available? What’s Used
- How are vets supports through housing? Long term housing is always an issue; long term after care is missing after step down program (30 days)
 - o VA Gov/Home Loans
 - o VA Hospital
 - o VASP – Programs & Discounts – home benefit/no down payment/ mortgage fees waived
 - o Veteran Resources – Flagstaff, Northern Arizona Veteran Coalition
 - Temporary/Conditional housing is helpful and easy to come by
 - o Maricopa Community Colleges – Homeless Veteran students is an issue
 - o Veteran specific scholarships exist and can be used for living – no payback needed
 - o Maricopa County – “Community Action Programs’ CAPS program exist in major cities – County funding for rent, deposits, utilities
 - o City of Scottsdale Offers assistance sometimes, depending on City Budget
 - o AZ American Legion – Statewide assistance “Veterans helping Veterans” – funding for rent, deposits, utilities in time of need

First Responder Options:

- Be connected program
- Find out what attempts the veteran has made prior and why that process did not work
- Establish rapport with the veteran, engage with them to assist in getting over “shame of homeless veteran”
- Be real, smile, connect with words, follow up, go to their areas where they hang out, congregate
- Many have been treated bad in the past by the VA, other law enforcement, or service programs
- Use CIT Programs/ PCIS
- Converse with them; engage beyond what resources are available to them. Don’t label them, they often don’t want to return to shelters.
- There is a challenge to pick them up when they hit bottom
- Use training for veteran issues, if you’re a veteran relate that to a veteran
- They are often impatient, they are physically strong, often in PTSD, thinking they are elsewhere, back in the war zone. Be calm with them, talk with them, use calm tone and demeanor. De-escalate – treat them with dignity and respect, let them be heard. Listen and understand. Don’t give false hopes, be very real with them.
- They could be in need of a meal, backpack, toiletries. Bridge the gap of social workers mode to make a veteran more comfortable. Build trust, let them know you are here to help engage at their level, put yourself in their shoes soften the approach.
- MAG (Maricopa County Association of Governments Point in time Count or PIT Count coming soon on 1/22/19 – Outreach for vets and other homeless
- Younger Veterans area afraid to identify or say they served
- Lately, there have been Veterans experiencing PTSD that have resulted to Violence
- Some community members/faculty at colleges are fearful of veterans when they raise their voices.
- This makes them automatically go to PTSD thinking and call the police. There is a stigma with PTSD.
 - o Often some hear veteran and they think of combat training, military trained, sniper trained

- We need to educate that Veteran does not equal PTSD or violence; it does not equate to. Media is not helping
 - o PTSD is not just from the military, it could also be a result of a traumatic experience.
 - o PTSD often equates to suicide and depression; violence or criminal behavior
- NAMI – National Association of Mental Illness
 - o 1st responders get lots of CIT training and how to deal with special needs/mental illness
- Untreated mental illness is the key. We need to stop the stigma of mental illness
- Use local media to stop stigma of veterans associated with mental illness; PTSD, violence and mass shooting incidents
 - o Media can be tremendous partners with law enforcement and governments. They are slow to catch up with law enforcement and how things change, they come around slowly
- PTSD is a criterion that allows for disability
 - o A new term is “Moral Injury”, it can be treated
 - o Officer Dan Antrim with the Scottsdale PD is a great speaker on “moral injury”
- *Military Veteran culture training and awareness are key to get an understanding/de-escalating
 - o Even the media needs to know about resources, educate newscasters and media to get the message out
 - o Contractors need to have Military Veteran Culture Training
 - o No cost for Military Veteran Culture Training – need at least 25 to 30 people for in service training
 - o Check [Be Connected](#) website for dates and locations
- Veteran Type
 - o All Veterans are different, look different, do different things, had different experiences
 - o “Soldier First”, always

First Responder Issue:

- Homeless veterans don’t have phones, no money, no bus tickets, has no way to get transport
 - o How do we get them there to the service, etc. Transportation is always an issue
 - o NEED – some transport program like a Voucher program for UBER?;
 -  Put it on an Uber account
 -  Give them a voucher
- They don’t trust and are just trying to survive each day and night
- Use CiPAAS, Citizens Police Academy Alumni of Scottsdale, they have resource lists and organizations
- 10% or below of the homeless veterans are in Scottsdale
- NEED – 1st responder/support system to assist on scene rather than law enforcement
- Many homeless vets don’t want clothes/possessions
 - o Mentor/Mentee- reach out; 1 on 1 is helpful – food/cards, gas cards
 - o Get them mentoring with another veteran, seems to always work
 - o VA has programs for food, water, bus passes even bicycles
- CRCC (Community Resource & Referral Center) on 15th Street and Thomas in Phoenix; Anthony Irby works with Veterans
- Clinic/Associations are helpful too
- Some organizations have navigators that go out in the field
- 24/7 resources are needed not just Monday to Friday during the day
- Networking with all organizations is incredible and always work; comment from a veteran attendee from the American Legion in Flagstaff

Crisis Room
Facilitators = Tenasha Hildebrand, Tracy Wilkinson
& Patricia George

- Aurora has done officer wellness days including Equine Therapy
 - o VA also does retreats
 - o Valley hospital has a freedom wing that is an overflow for the VA
- Next Step hasn't been talked about at CISM Statewide/East Valley group
 - o Address officers returning from military duty with PTSD and having to return to Law Enforcement duties
- Bullet Proof allows officers to reach out to other officers if they want to
 - o 100 Club runs Bullet Proof
 - o Bullet Proof phone line goes to Crisis Response network
- Officer wellness in CIT is taught by an officer
 - o Concerns about job security, stigma etc
 - o Officer tries to reduce the stigma
- Why is it important for the Veteran to understand that LE is encountering?
 - o Have to connect with someone because they are the expert of themselves
 - o Sock info away because it may help at the next encounter
- Do you think about safety differently?
 - o Absolutely depending on the situation. They could be a higher threat
- Behooves to understand veteran due to highly trained and potentially armed
- IDEA – throw out a mass email with difference scenarios then help them determine a better way to ask instead of a veteran
 - o 4 years in the army
 - o Dishonorable discharge, etc.
- NEXT STEP
 - o Lack of understanding of what services are available and to who. Some think services are not available until after retirement, or only those that served in combat. Need to push the information out.
 - o 90-day coverage for those that left services different than honorably at the VA; then transitioned to other services
- RESOURCE
 - o Mercy Maricopa is well coordinated with Honor Health, Banner, etc. (Not a great partnership with Mayo) – Mercy Maricopa will talk with other hospitals
 - o Assessments for those that are medically cleared but may be exhibiting mental health issues and develop a plan with doctor to connect resources or petition
- NEXT STEP
 - o What is Phoenix doing to teach grounding or other things needed when heading with PTS situations>
 - o Hard to find an instructor that is comfortable teaching grounding
 - o Talk about it and mention it in CIT general department talk about mental health

About the Arizona Association of Chiefs of Police (AACOP):

The purpose of AACOP is to promote and enhance cooperation and coordination between public and private entities in the interests of law enforcement in Arizona. AACOP provides members with a forum to listen to legal and legislative updates and discuss law enforcement issues with the other police chiefs. For more information, visit <https://www.azchiefsopolice.org/>.

About the Checkered Flag Run Foundation:

The mission of Checkered Flag Run is to provide diverse educational programs that impact under-served students. Our belief is access to quality educational opportunities ensures the investment of every student getting to cross the “finish line”. For more information, visit <http://www.cfrf.org>.

About HeroZona Foundation:

The HeroZona Foundation has a strong focus on veteran initiatives and honoring those who have served our country and their family members. The nonprofit’s name reflects that messaging to focus on empowering and celebrating America’s veterans. For more information visit www.hnvbs.com, www.heropreneur.com or www.herozona.org.

History of the Bridge Forum:

The Bridge Forum was a concept created among Checkered Flag Run Foundation (CFRF) co-founders Alan “AP” Powell; Aaron Bare; and Maj. Gen. James A. “Spider” Marks (U.S. Army Ret.) and CSCJ dean, University of Phoenix; along with Marchelle Franklin, Director of Police Community Affairs, Phoenix Police Department. This diverse group of people decided to create an action-oriented Forum to create change around Community Engagement and Police Professionalism. The goal was to create a Forum where Community and Police Chiefs could collaborate on the engagement in their communities.

The first Bridge Forum was September 10, 2015, Phoenix, Arizona, in collaboration with the University of Phoenix, the Checkered Flag Run Foundation and the Black Chamber of Arizona to promote dialogue on bridging the gap to foster trust and improve relationships between the police and the community. Members in attendance included executives of police organizations from across the country and 160 community leaders from Phoenix. The First Bridge Forum police executive panel included:

- Phoenix Chief Joseph Yahner

THE BRIDGE FORUM - PHOENIX IS AN EXCLUSIVE PANEL OF POLICE CHIEFS PARTICIPATING IN A FORUM "CONNECTING COMMUNITY ENGAGEMENT WITH POLICE PROFESSIONALISM."

THE BRIDGE FORUM
PHOENIX
HOSTED BY
ARIZONA Black Chamber of Arizona

MODERATED BY
MAJ. GEN. JAMES "SPIDER" MARKS
Executive Dean of the College of Criminal Justice and Security for the University of Phoenix
Former Commanding General of the US Army Intelligence Center & School
National Security Contributor to CNN
Member of Military Intelligence Hall of Fame
MASTER OF CEREMONIES
KERWIN V. BROWN
President & CEO, Black Chamber of Arizona

PANELISTS INCLUDE
CHIEF JOSEPH YAHNER
Phoenix, AZ
CHIEF CALVIN D. WILLIAMS
Cleveland, OH
CHIEF ROBERT WHITE
Denver, CO
DEPUTY CHIEF CERELYN "CJ" DAVIS
Atlanta, GA
DEPUTY CHIEF DANIELLE OUTLAW
Oakland, CA
ASSISTANT CHIEF PERRY TARRANT
Seattle, WA
DIRECTOR LONNIE LAWRENCE
Miami, FL

THURSDAY
SEPTEMBER 10
2015

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201 E. WASHINGTON, SUITE 440, PHOENIX, AZ 85004
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THE BRIDGE FORUM: VETERAN EDITION

- Cleveland Chief Calvin D. Williams,
- Denver Chief Robert White
- Atlanta Deputy Chief Cerelyn “CJ” Davis
- Oakland Deputy Chief of Police Danielle Outlaw
- Seattle Assistant Chief of Police Perry Tarrant,
- Chief Executive (Retired) Director Lonnie Lawrence, Miami Dade Department of Corrections

Key themes emerged from that initial forum:

- Lead with smarts, not force and do not become badge heavy
- Understanding and interacting with the vulnerable
- Make the Community yours and Learn to Communicate Better
- Building a Positive Working Relationship with Media
- Choose What is Right – There is a Difference between what is Legal and what is Right
- Recognizing the Diverse Population and Having Multicultural Awareness

The Bridge Summit panel members all agreed that there needs to be community inclusion at every level of police service in order to build trust among the public. Police officers should engage in positive interaction with citizens, especially youth and minorities, to show that they are willing to help and work together to build safer communities.

The second Bridge Forum was in Phoenix, Arizona, June 2, 2016. During that forum, the National President of NOBLE, (National Organization of Black Law Enforcement Executives) Gregory Thomas stated, “Law Enforcement needs to address the perception of what Law Enforcement can and cannot do. Law Enforcement needs to have a mindset of listening rather than being defensive and confrontational. Less than 1% of police are causing the perceptual issues for law enforcement. Over time we have created better controls on that 1%, leading to better interactions with the community as a result and realizing a better use of police resources.” The Second Bridge Forum police executive panel included:

- Chief of Police Joseph Yahner, Phoenix Police Department
- Chief of Police Antonio Brooklen, Miami Gardens Police Department

THE BRIDGE FORUM

HOSTED BY ARIZONA POLICE ASSOCIATION

THE 2ND ANNUAL BRIDGE FORUM IS AN EXCLUSIVE PANEL OF POLICE CHIEFS PARTICIPATING IN A FORUM "CONNECTING COMMUNITY ENGAGEMENT WITH POLICE PROFESSIONALISM."

MODERATED BY
REP. REGINALD BOLDING
 ARIZONA REPRESENTATIVE 27TH DISTRICT
 EDUCATOR, COMMUNITY LEADER,
 SOCIAL ENTREPRENEUR

SPECIAL GUEST
BILL MONTGOMERY
 MARICOPA COUNTY ATTORNEY

PANELISTS INCLUDE
GREGORY A. THOMAS
 PRESIDENT OF NOBLE
CHIEF JOSEPH G. YAHNER
 PHOENIX, AZ
CHIEF DAVID O. BROWN
 DALLAS, TX
CHIEF ANTONIO G. BROOKLEN
 MIAMI GARDENS, FL
DEPUTY CHIEF VICKI FOSTER
 CHARLOTTE-MEKLENBURG, NC
ASSISTANT CHIEF MATTIE M. PROVOST
 HOUSTON, TX

THURSDAY
JUNE 2, 2016
 9:00 AM - 5:00 PM

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- Deputy Chief of Police Vicki Foster, Charlotte-Mecklenburg Police Department
- Chief of Police David O. Brown, Dallas Police Department
- Chief of Police Alan G. Rodbell, Scottsdale Police Department
- President Gregory Thomas, National Organization of Black Law Enforcement Executives.

The second Bridge Forum, as summarized by Master of Ceremonies Kerwin Brown:

- Police work for the people, not the City
- Community policing is a philosophy
- Police should see themselves as Guardians, rather than Warriors
- Police Officers' jobs are to support the community
- There must be accountability for the actions of the Police as well as members of the Community
- There must be an acknowledgment that police and community issues are often about race
- Everything that is legal is not moral
- People can have their own opinions but they can't have their own facts

The third Bridge Forum was held in Louisville Kentucky Oct 28th 2016. Pastors, state lawmakers, civic leaders, police officers and even Louisville legends were at the Bridge Forum. The Bridge Forum seeks solutions and best practices from top law enforcement professionals. The police executive panel for this forum included:

- Chief of Police Steve Conrad, Louisville, KY
- Cedric L. Alexander, Past President of National Organization of Black Law Enforcement Executives (NOBLE), Director of Public Safety for DeKalb County, Georgia and CNN Law Enforcement Analyst
- Chief of Police Regina J. Price, Darby-Township, Delaware County, PA
- Chief of Police Cecil E. Smith, Sanford, FL
- Assistant Chief of Police Mattie M. Provost, Houston, TX

THE BRIDGE FORUM - LOUISVILLE
IS AN EXCLUSIVE PANEL OF
POLICE CHIEFS
PARTICIPATING IN A FORUM
"CONNECTING
COMMUNITY ENGAGEMENT
WITH POLICE PROFESSIONALISM."

MODERATED BY
JOHNNY C. TAYLOR JR.
American lawyer, author, public speaker & the President & CEO of Ibargood Marshall College Fund (TMCF) national organization representing 300,000 students & 3 Million alumni of the country, 47 public Historically Black Colleges & Universities (HBCUs)

MASTER OF CEREMONIES
DAVID W. TANDY
President & CEO, Kentucky Diversity Chamber of Commerce
The 7th & 10th District of the Louisville Metro Council
and current 4th District Councilman
Attorney, Bingham Greenbaum Doll LLP

PANELISTS INCLUDE
CHIEF STEVE CONRAD
Louisville, KY
DR. CEDRIC L. ALEXANDER
Past President of NOBLE (National Organization of Black Law Enforcement Executives)
Director of Public Safety for DeKalb County, GA and CNN law enforcement analyst
CHIEF REGINA J. PRICE
Darby Township, Delaware County, PA
CHIEF CECIL E. SMITH
Sanford, FL
ASSISTANT CHIEF MATTIE M. PROVOST
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FRIDAY
OCTOBER 28
2016

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- Deputy Chief of Police U. Renee' Hall, Detroit, MI

The Bridge Forum has come to represent a proactive approach to community engagement and police professionalism.

Key Issues and Integral Questions:

Six key issues were identified out of the previous Bridge Forums. These issues will drive future Bridge Forums as participants discuss and seek solutions in the following areas:

- Media Relations: The relationship between police, community and media.
- Conflict Management: The time that an incident may occur through conflict.
- Crisis Management: How to handle the community's reaction to negative events.
- Community Engagement: Responsibilities taken on by the community.
- Community Relations: Police professionalism towards the community.
- Multicultural Awareness: The racial biases between police and community.

Three integral questions emerged out of the Previous Bridge Forums:

1. What can the Police do?
2. What can the Community do?
3. How do we take this back to the Community post-Bridge?

These Key Issues and Integral questions were outlined in the first "Bridge Book" Version 1, by Aaron D. Bare, Alan "AP" Powell & Kerwin V. Brown.

<http://www.thebridgeforum.com/wp-content/uploads/2016/06/The-Bridge-Book-6.pdf>

2016 The Bridge Book



THE BRIDGE FORUM
CONNECTING COMMUNITY ENGAGEMENT WITH POLICE PROFESSIONALISM



The Bridge Book
“Connecting Community Engagement with Police Professionalism”

The goal of this community book is to help create The Bridge Forum in every community. We will support the growth of this idea so Police Chiefs and the Community have additional tools to communicate and solve local issues by creating an open dialogue with Community Leaders who will make an impact along with Police Professionalism.

For more information, go to <http://www.thebridgeforum.com>

Version 1 | By Aaron D. Bare, Alan “AP” Powell & Kerwin V. Brown

The Bridge Book 2016

The Bridge Forum: Scottsdale Arizona

On January 23rd 2017, the Scottsdale Police Department hosted the fourth “Bridge Forum” at the Scottsdale Resort on McCormick Ranch. The event featured the following guest speakers:

- W.J. “Jim” Lane, Mayor, City of Scottsdale
- Doug Ducey, Governor of Arizona
- Michele Reagan, Arizona Secretary of State
- Mark Brnovich, Arizona Attorney General
- Steve Chucri, Maricopa County Supervisor, District 2
- Bill Montgomery, Maricopa County Attorney
- Luis Gonzalez, Arizona Diamondbacks
- Randy Kendrick, Arizona Diamondbacks
- Earl Watson, Phoenix Suns
- Nielson Presentation by Lamont Robinson



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The police executive panel for this forum included:

- Alan G. Rodbell, Chief of Police, Scottsdale
- Michael J. Dvorak, Interim Chief of Police, Mesa
- Roy W. Minter, Chief of Police, Peoria
- Jeri Williams, Chief of Police, Phoenix
- Karl Auerbach, Chief of Police, Salt River Pima-Maricopa Community
- Sylvia Moir, Chief of Police, Tempe

The Scottsdale Bridge Forum included a General Session that included a moderated question and answer session with the panel of Police Executives where each had the opportunity to address a key question and provide insight into solutions. This session generated ideas and provided information for attendees to take into breakout sessions and generate further discussion.

Scottsdale Mayor W.J. 'Jim' Lane hosted the forum. Arizona Gov. Doug Ducey, five area mayors, tribal leaders, educators, business leaders, professional sports teams and everyday citizens attended. Former Arizona Democratic House Leader Art Hamilton moderated the signature general session police chief panel.



Breakout sessions were conducted to allow the community, law enforcement, elected officials and business leaders to all engage in dialog to address the topic of the session. The following six breakout sessions were conducted, each facilitated by a Chief of Police:

- **Media Relations:** The relationship between police, community and media.
Facilitated by Sylvia Moir, Chief of Police, Tempe
- **Conflict Management:** The time that an incident may occur through conflict.
Facilitated by Roy W. Minter, Chief of Police, Peoria
- **Crisis Management:** How to handle the community's reaction to negative events.
Facilitated by Michael J. Dvorak, Interim Chief of Police, Mesa
- **Community Engagement:** Responsibilities taken on by the community.
Facilitated by Alan G. Rodbell, Chief of Police, Scottsdale
- **Community Relations:** Police professionalism towards the community.
Facilitated by Karl Auerbach, Chief of Police, Salt River Pima-Maricopa Community
- **Multicultural Awareness:** The racial biases between police and community.
Facilitated by Jeri Williams, Chief of Police, Phoenix

At the conclusion of the sessions, the full group reunited for a review of the findings from each of the session facilitators. Each of the Chiefs outlined the topics discussed in their panel sessions.

A video outlining the Bridge Forum: Scottsdale can be found here: <https://youtu.be/T5Mw0WMwJ-w>

Outcomes:

After the conclusion of the Bridge Forum, a comprehensive set of notes from each session was delivered to the Scottsdale Police Department for review. A Scottsdale Police management team reviewed the notes and identified key comments and observations from each session. Scottsdale Police Management team then grouped all these key comments and observations by common themes. At the conclusion of the review, all comments could be grouped into the following common themes:

- **Data:** Data collection, analysis, and transparency
- **Engagement:** Partnerships, collaboration, and dialog between the police and community
- **Justice:** Create understanding for fair and equitable treatment
- **Media:** Expedient and accurate dissemination of information
- **Behavioral Health:** Recognizing and responding to behavioral health issues
- **Methods:** Implement best practices policy, procedure, training and problem solving
- **Outreach:** Connecting, understanding and building relationships with the community
- **Vision:** Instilling honesty, trust, and accountability
- **Youth:** Establishing positive engagement and interaction with youth

The Management Team also grouped the key comments and observations under the three integral questions that originated out of the previous Bridge Forums to show possible ways these questions could be answered:

- What can the police do?
- What can the community do?
- How can we take this back to the community post-Bridge?

The Management Team presented the notes from the Bridge Forum, along with both ways in which the Bridge Forum notes were grouped, to the Command Staff. Command Staff provided their input into the comparison with the existing strategic plan and provided their input into using the Bridge Forum notes as Strategic Plan input.

The Bridge Forum: Phoenix, At South Mountain High School

The fifth Bridge Forum was held on Tuesday, November 14, 2017 at South Mountain High School in Phoenix, Arizona. Law enforcement officials and community leaders banded together to host a solution seeking bridge forum with high school students. The theme of the forum, was “Law Enforcement and Teens Learn how Living Together and Working Together Leads to Respect.”

“We have done several of these Bridge Forums in the past for stakeholders, and now we want to gear this event towards high schoolers to promote a better relationship between young adults and our law enforcement officials,” says founder of Checkered Flag Run Foundation, Alan “AP” Powell.

Welcoming remarks came from South Mountain High School Principal, Brian S. Guliford and Phoenix Mayor Greg Stanton. The Mistress of Ceremonies for the event was President of Maricopa County NAACP Branch, Dr. Ann Hart. The event was moderated by

CEO and President of the National Newspaper Publishers Association, Dr. Benjamin F. Chavis Jr., who is the former Executive Director of the NAACP and National Director of the Million Man March.

The forum featured law enforcement officials from across metropolitan Phoenix, who led interactive dialogue sessions to gauge different perspectives, attitudes and beliefs about community policing and police etiquette.

Other notable speakers included Checkered Flag Run Foundation Board Member, Dennis E. Prince; State of Arizona, and District 27 Representative, Reginald Bolding. Panelists included Police Chief of Phoenix, Jeri Williams; Maricopa County Sheriff, Paul Penzone; Police Chief of Scottsdale, Alan G. Rodbell; and Police Chief of Peoria, Roy W. Minter. The President of Greater Phoenix Urban League, George Dean, gave closing remarks before opening the floor for pre-selected questions and media interviews.

A video outlining the Bridge Forum: Phoenix at South Mountain High School can be found here:

<https://www.youtube.com/watch?v=yqFrpxl7b8I>

Acknowledgements:





Prepared by the Scottsdale Police Department Planning,
Research and Accreditation Division

Will Davis, Director

March 2019