



*Deep Listening. Fostering Trust. Bridging Communities.*

## Amani Police & Resident Listening Circles Report

Fall Series 2017-2018

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Thank you to Hephatha Lutheran for hosting these listening circles. We would also like to thank our partners: Safe and Sound, the Milwaukee Police Department, and the Regional Department of Corrections.

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& Northwestern Mutual Foundation.



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Word Cloud of the report

*"I try to do my best not to pass judgment. There are times when I have to take authority, and there are other times when I have to use a softer approach. I have to give people the benefit of the doubt because I took the oath. The safer it is for everyone else, the safer it is for me and my family." (LC 1)*

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*"To me trust means putting your belief in someone. The community needs to stop fighting the police and the police need to clean up their own house. Bad police are giving good police a bad name, and they are causing residents everywhere to mistrust the police. Also; residents must start to treat each other right because police are only coming to bring order to a situation that has gotten out of order/control. If residents will solve their own problems peacefully police will not have to be called to bring order." (LC 2)*

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*"Police and residents need to be calmer when interacting together. Residents should follow the police officer's instructions, and officers shouldn't intentionally violate resident's rights and expect them to co-operate because if it was them being violated they would like it so they shouldn't do it to residents either." (LC 3)*

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*"I think that based on the definition and the explanation provided by Officer XXXX, what a Civilian Review Board is comprised of and it's nature and function I think it would be a beneficial thing." (LC 4)*

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## Glossary

**Listening Circles** – Listening Circles are composed of a structure part of experience sharing between participants, followed by an unstructured portion during which participants can exchange about what has been said, and ask questions of curiosity. The goals of the listening circles are to foster communication and build bridges between communities, invite trust and facilitate relationship building between officers and residents.

**Go-Around or Round** – The structured part of a Listening Circle composed of one question that each participant answers with the same amount of time, with no interruptions, going clockwise. Listening Circles are usually composed of two or three go-arounds.

**Connected Conversation** – The unstructured part of a Listening Circle that takes place after all go-arounds are completed. Participants are asked to share airtime yet are not timed. It is the moment for participants to interacted with each other and react to what they have heard during the structured parts of the dialogue. Connected conversation questions are available as well if participants want to explore other topics with the help of a prompt.

## Executive Summary

The Frank Zeidler Center for Public Discussion (Zeidler Center) has facilitated dialogues between police and residents in the Amani community since 2016. This report details participant responses and feedback during and after our Fall 2017-2018 sessions (Monday, October 2, 2017; Monday, October 23, 2017; Monday, November 6, 2017; and Monday, January 8, 2018). The executive summary (pages 8-24) identifies major themes of the listening circles, followed by a section offering an in-depth analysis of each dialogue.

## Program Description

The Frank Zeidler Center for Public Discussion believes that an important step in repairing relationships between law enforcement and communities of color in Milwaukee is to come together in unique spaces that provide the opportunity for facilitated, face-to-face communication to co-create resident-based solutions. The Zeidler Center's program, funded by the Greater Milwaukee Foundation and Northwestern Mutual Foundation, involves circles that are professionally facilitated by Zeidler Center facilitators, and co-designed by residents and police to fit the needs of each community it serves.

Participants experience both structured and unstructured portions of dialogue. Through timed facilitation, participants respectfully share their personal perspectives and learn about the perspectives of others. The Zeidler Center listening circles create a platform for greater mutual trust and understanding, essential for establishing a constructive, collaborative environment for change. The Zeidler Center's community partners play an essential role in encouraging continued resident, youth, and officer engagement. Our partners in Amani include Hepatha Lutheran Church (host), Safe & Sound, the Milwaukee Police Department, and the Milwaukee Regional Department of Corrections.

**Fall dates for Amani Public Safety Listening Circles 2018-2019:**

To be announced at

[www.zeidlercenter.org/police-resident-circles](http://www.zeidlercenter.org/police-resident-circles)

## Executive Summary Continued

### Listening Circle 1 – “Protect & Serve”

The first Amani Police and Resident Listening Circles of the Fall Series 2017 took place on Monday, October 2, 2017 at Hephatha Lutheran Church. During the evening, facilitators from the Zeidler Center asked participants to respond to two rounds of questions:

1. *“What has been your experience with the concept of ‘protect and serve’?”*
2. *“In your experience does the Law Enforcement slogan ‘protect and serve’ have relevance to you? If so; what is it and why? If not, why?”*

Additionally, participants were asked to engage in Connected Conversation if time allowed, concerning the following questions:

- “What can you as a community member do to protect and serve your community?”*  
*“What have others said in this conversation that triggers new thoughts for you?”*

During the first Round, participants’ experiences both focused on the life of residents wanting to live through the moto “protect and serve”, as well as the slogan when applied to the work of police officers in Amani. Many participants explained following the concept of ‘protect and serve’ in their everyday life both when taking care of the **safety and happiness of their direct family** (younger siblings and cousins were often mentioned as the beneficiaries of these attentions), and **their ‘extended family’**, that is the community of Amani (often through their participation in neighborhood organizations and activities via volunteerism). The narratives of officers highlighted the **dualities that officers face on a daily basis**, that is to work efficiently and safely without undermining the experiences and realities of the individuals they are interacting with. Resident participants shared their experiences about witnessing the work of officers, focusing on their role to ‘protect and serve’ the community. While some explained **being satisfied with the work of officers**, others mentioned having seen **officer failing to protect and serve**, or to do so in a way that appeared not to be satisfactory. Finally, some participants focused on the **collaboration between residents and officers to ‘protect and serve’**, with some participants having called Law Enforcement to intervene during crisis-situations, and others reluctantly reaching out to the police to avoid having “offices show[ing] up at the door”.

During the second Round, participants almost unanimously declared that the Law enforcement slogan ‘protect and serve’ had relevance to them. Participants then attempted to define what it was, all underlying different aspects of the same concept. Some participants understood it as **officers keeping people safe regardless of people’s behaviors and actions**, others associated the

slogan with **police patrolling and arresting trouble makers** and criminals in Amani, while others stressed that **civic acts** such as helping the elderly and treating resident with respect were an integral part of 'protect and serve'. In addition, several participants explored what '**being an officer**' would be, seeing it as "**more than a job**" and simultaneously seeing officers as "**only humans**". Finally, some participants brought to light problems they faced with the slogan, namely the **need for a shared definition** of the concept by residents and officers, and the need for a **common standard of care** throughout different neighborhoods in Milwaukee to see that Amani is 'protected and served' as well as other, more privileged, communities in the city.

During the Connected Conversation, revisited themes raised in discussions from earlier rounds as officers and residents talked about what participants, as community members, could do to protect and serve Amani. In addition, participants raised other topics. Several focused on the need for community members to want to **be good and do good** for the Amani community. Others stressed the importance of **improving communication** between officers and residents to **avoid misunderstanding, false expectations, and unwanted situations** based on the latter. Parting words were positive and hopeful, focusing on "respect", "involvement" and "effective communication". The **humanization of officers and residents** was mentioned by several participants. In addition, the Zeidler Center Listening Circles received positive feedback as a tool to humanize the other and build bridges.

## Listening Circle 2 – Establishing Trust between Officers and Residents

The second Amani Police and Resident Listening Circles of the Fall Series 2017 took place on Monday, October 23, 2017 at Hephatha Lutheran Church. During the evening, facilitators from the Zeidler Center asked participants to respond to two rounds of question/statement:

1. *"Tell a story about a time it was either easy or difficult for you to establish trust with a member of law enforcement/community."*
2. *"What is your concept of the word trust, and how can we increase trust between law enforcement community?"*

Additionally, participants were asked to engage in Connected Conversation if time allowed, concerning the following questions:

*"What have others said in this conversation that triggers new thoughts for you?"*

*"Did you hear common themes or concerns from others?"*

*"What next steps are important for you in moving this conversation forward?"*

During the first round, a considerable number of participants shared experiences during which it was relatively **easy to trust others**, either while **taking part in events** that involved both officers and residents, or due to several **personal interactions with officers**. Other participants, however, shared that as much as positive encounters count in one's capacity and willingness to establish trust, **negative encounters**, sometimes paired with already **negative stereotype and expectations**, have **weighted** on several participants' difficulties when attempting to establish trust with the 'other. When it comes to **establishing trust during crisis situations**, participants' testimonies both portrayed situations during which trust could be established despite the limited time dedicated to this 'exercise', and situations during which it turned out almost impossible to reach the level of trust needed for the intervention to take place smoothly.

During the second round, a great number of participants **defined trust** by putting an emphasis on the word "**believe**", either meaning "**being believed**", "**seeing the good in anybody**", or being able to believe that someone is telling the truth. Other participants stressed the link that should, in their opinions, exist between **trusting someone and not fearing someone**. Several other participants reported that trust was linked to the idea of being there for one another, pushing forwards the notion of **mutual respect and shared values**, as well as **support, protection, and understanding**. Besides elaborating on what "trust" would entail as a concept, participants were asked to share their ideas on how to increase trust between officers and residents. While some suggested the **organization of more activities** to interact with one another, including the **continuation of the Zeidler listening circles**, others insisted that **adequate communication** was key for trust to be established between residents and officers.

During the Connected Conversation, the themes of mutual respect, communication, and more interactions were further discussed within the broad topic of relationship building between officers and residents. In addition, the work of officers was mentioned, namely the **danger that comes with the job**, how the **negativity around officers can make the job harder** (to the detriment of both residents and officers), and what the work entails on a daily basis. A few participants touched on different topics, such as the acceptance of death, the civil unrest in Sherman Park last summer, and student-teacher relations. Parting word were very positive, with many participants leaving the Listening Circles stating having enjoyed the experience and having "learned new things". The **focus on trust appeared to have had participants well engaged in the conversation**, both underlying the current sensitive state of trust between resident and officers as well as the genuine hope and interest of both officers and residents to work on it: "I liked focusing on trust and I would like more listening sessions. Trust can mean a lot." As an overview of the impressions of participants, words such as "Peaceful", "Informative", and "welcoming" were used as parting word at the end of the Listening Circles.

### Listening Circle 3 – Community Policing

The third Amani Police and Resident Listening Circles of the Fall 2017 took place on Monday, November 6, 2017 at Hephatha Lutheran Church. During the evening, facilitators from the Zeidler Center asked participants to respond to two rounds of questions:

1. *“Community Policing is a strategy on policing that focuses on police building and working closely with members of the communities. Based on your concept/understanding of community policing, share a time when you experienced or witnessed community policing working or not working?”*
2. *“As a resident/police officer, what are some of the elements that create effective community policing?”*

Additionally, participants were asked to engage in Connected Conversation if time allowed, concerning the following questions:

*“What do you feel is necessary for community policing to be more effective in your neighborhood?”*

*“What can you as a community member do to protect and serve your community?”*

*“As a community, what is a specific step that can be taken to help get Milwaukee to the place of positive police/community relations?”*

*“What have others said in this conversation that triggers new thoughts for you?”*

During the first Round, the vast majority of participants shared experiences that **described community policing positively** in action. Participants first focused on **police presence** in the neighborhood (both during crisis and in non-crisis settings), which was understood by many as a way to increase safety in Amani. Other participants mentioned the **small everyday-life attentions**, coming either from officers or residents, that truly create this feeling of community, of caring for the other beyond ‘the job’. In addition, some stressed the fact that the participation of both police and residents in **community events/programs** showed the dedication needed for community policing to work. Regarding the challenges to community policing that were identified, a couple of participants related experiences that involved **rude behaviors from officers**, while a couple of other participants underlined that **struggles in staffing within MPD** as an obstacle for community policing to be effective. Only one participant stated not having witnessed community policing in Amani, while a couple of other participants stated not having had/witnessed interactions with officers in the neighborhood.

During the second Round, several participants stated that both **mutual respect and healthy communication** were needed for community policing to take place. With a focus on **remaining calm when interacting with one another**, and **listening carefully** to what the other is saying, without

judging someone based on stereotypes. Some participants used the **Zeidler Center Listening Circles as an example** of program that puts both mutual respect and communication at the center of police and residents interactions, and thus facilitate community policing. Other participants focused on the **trust** that is needed for cooperation to take place, one of the pillar of community policing. **Keeping an open mind and not shying away from being outside of one's comfort zone** were recommendations given by some participants for such cooperation to become a reality. The need for both officers and residents to be **engaged and accountable** for Amani was mentioned by several participants, with a special mention for residents to hold themselves to a higher standard when it comes to community participation and dedication to the life of the neighborhood. A few participants called for new and innovative ideas, with one participant calling for a greater presence of police chief and captains in Amani.

During the Connected Conversation, participants further discussed and explored themes that were brought up during the structured parts of the dialogue, namely a strong **community engagement** from both officers and residents, and **respect and open-mindedness** in conversations. In addition, several participants mentioned the **youth** of Amani, how to stay out of trouble and youth – police relations, with an emphasis of the benefits of having police visiting schools and young residents actively participating in Listening Circles. Other participants discussed how to **outreach in the neighborhood** in order to increase the numbers of participants for the Listening circles. Parting words were very positive, with participants enjoying the open-mindedness of others, and the facilitation method used during the event.

#### Listening Circle 4 – Citizen Review Board (CRB)

The fourth Amani Police and Resident Listening Circles of the Fall Series 2017-2018 took place on Monday, January 8, 2018 at Hephatha Lutheran Church. During the evening, facilitators from the Zeidler Center asked participants to respond to two rounds of questions:

1. *“Share a personal experience where you’ve witnessed the civilian review board make an impact on the outcome of a decision between police and residents; or an experience that you COULD have been helped by the civilian review board?”*
2. *“In 2018 what is one specific step the CRB could take to improve police and resident relations?”*

Additionally, participants were asked to engage in Connected Conversation if time allowed, concerning the following questions:

*“As a community what is a specific step that can be taken to help get Milwaukee to the place of positive police/community relations?”*

*“What have others said in this conversation that triggers new thoughts for you?”*

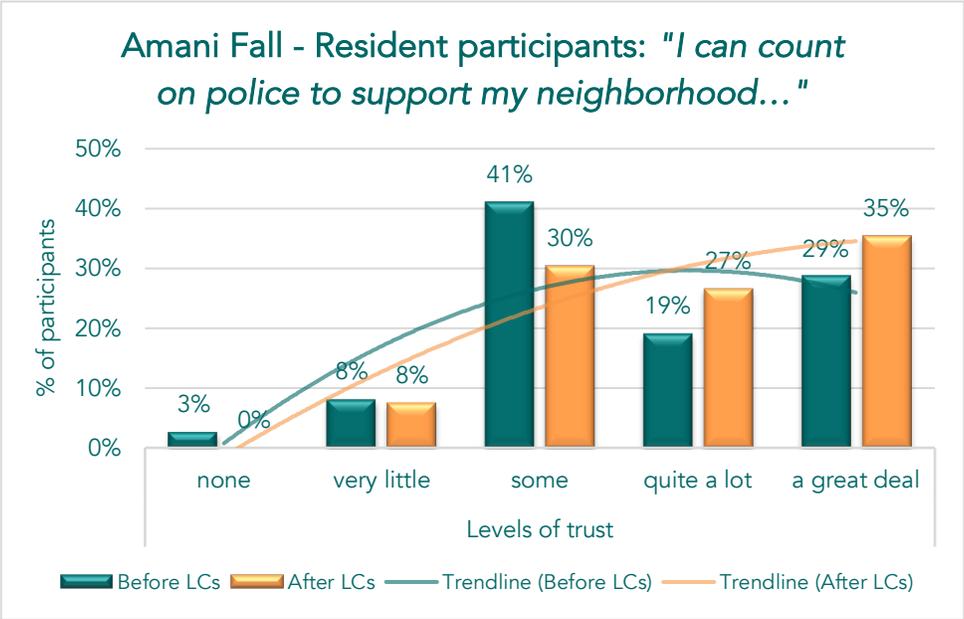
During the first Round, several participants mentioned not having had interactions with the Civilian Review Board (CRB) or **not having knowledge** of its existence. Some participants shared having used the CRB for having been involved in a case with the CBR, reporting **positive experiences** with its use and the conclusions that were presented after review. Some participants, despite not having experience with the CRB reported seen the **CBR as generally beneficial** to communities. Other participants mentioned situations that, according to them, would have benefited from the intervention of a CBR, namely the recent shooting that took place in Florida, The Red Arrow Park case, the death of Tamir Rice, and the unrest that took place in Sherman Park during the summer 2016. Finally, some participants focused on the importance to **create opportunities for interactions** to take place between officers and residents.

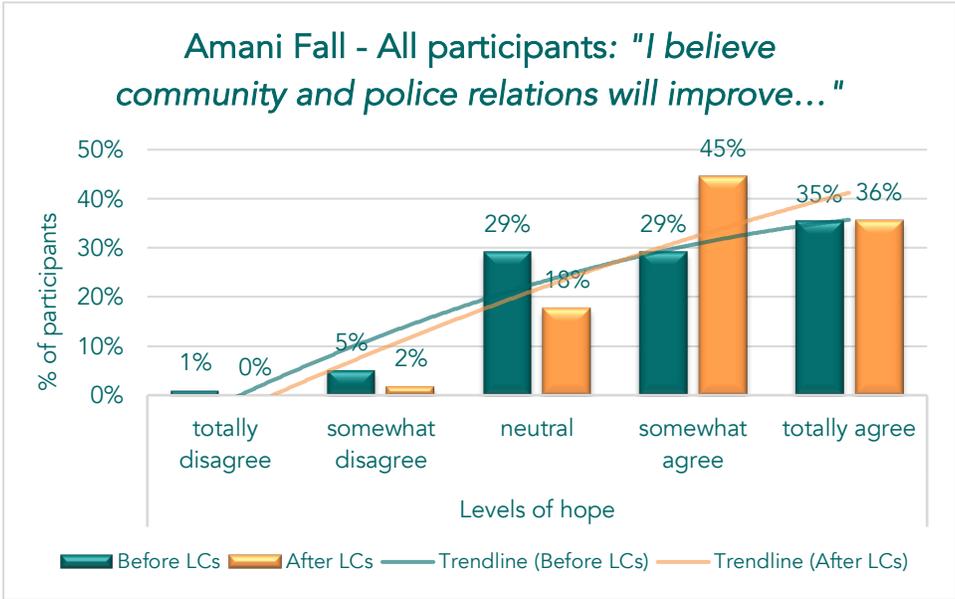
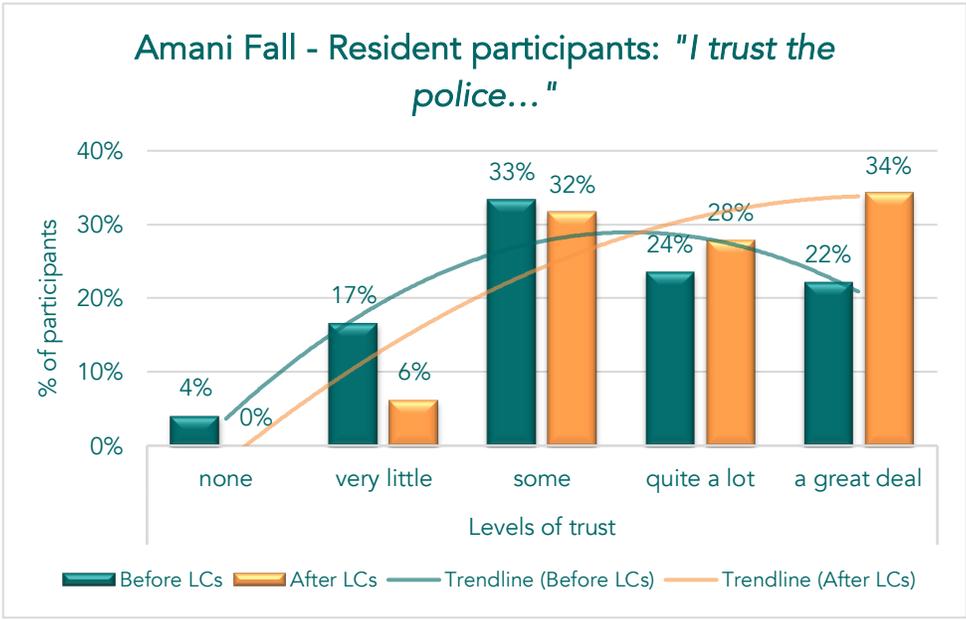
During the second Round, several participants mentioned the possibility for the CBR to participate in or contribute to an **increase in knowledge of the community of MPD practices** and policies, and for **officers to interact through different channels** with community members. Some had a special focus on **training for MPD in the work of the CRB**, seeing the humanization of residents as a part of the training. A few participants shared that **honesty and transparency** during reviews by the CRB were important, while a couple of participants urged for the CRB to **remain away from politics**. A couple of participants called for an **increase in visibility** and explanations around the work of CBR, while a couple of other participants did not see a connection between the CRB and the Amani neighborhood and police and resident relations.

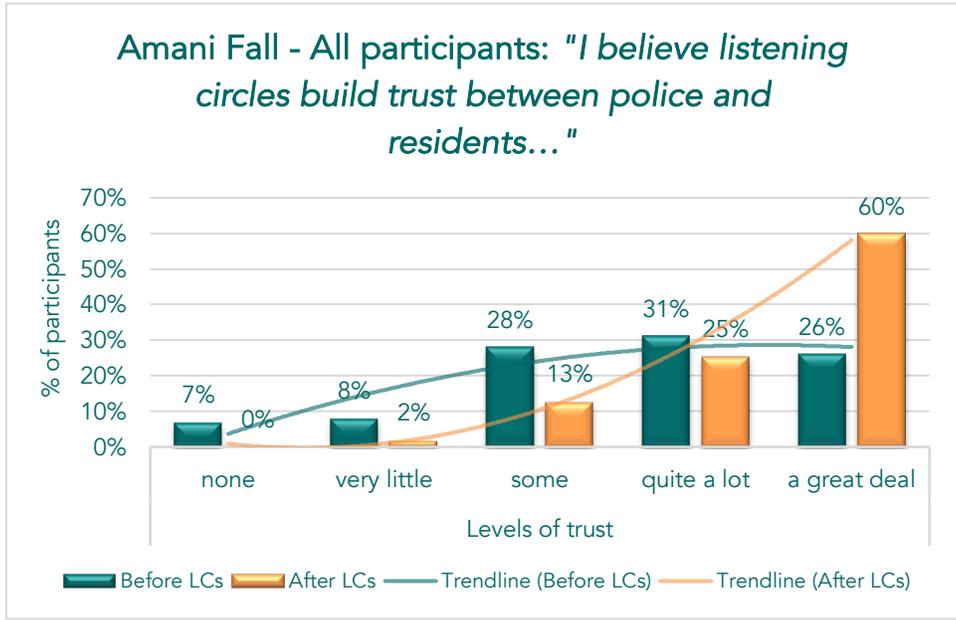
During the Connected Conversation, participants further explored topics mentioned during the structured rounds of the dialogue, such as the training of officers and residents. Other themes were approached too, such as the **inclusion of youth on CRB**, as well as during the Zeidler Center Listening Circles. Furthermore, several participants expressed their will to **improve police-residents relations and communication**. Related to this last theme, several participants commented on the **benefits of the Zeidler Listening Circles**, calling for the **continuation of the program** as well as **increased attendance** for the year to come. A few participants mentioned **Block Watches and Block Clubs** as a demonstration of community policing. Parting words were positive and hopeful overall, with participants underlining the need for officers and residents to interact during non-crisis settings. A couple of participants shared their concerns regard obstacles to positive changes, and residents' views of police officers.

**Quantitative Data – Pre/Post Surveys**

Through the use of pre- and post-surveys, the Zeidler Center has collected quantitative data regarding the effects of the Listening Circles on levels of trust among both resident and officer participants. The following graphs are a combination of the four fall events that took place in Amani. Trends among officer participants and resident participants are very similar for all four events and thus will be presented conjointly in this report for a matter of reading efficiency. All graphs present improvements in levels of trust, support, and hope when it comes to police perceptions (resident-only data), and police and resident relations (police and resident data combined). Results for individual events are available in the analysis of each Listening Circles event (beginning on page 26).



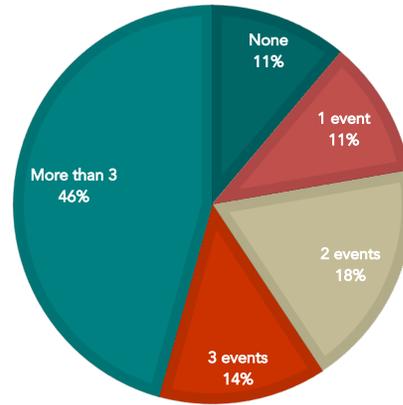




Participant attendance averaged at 7 Police Officers and 23 Amani residents per Listening Circle. Via surveys, the Zeidler Center has been able to track the self-identified returning rates at different levels, as well as the newcomer rate for both Police officers and residents for each event. For residents, the newcomer rate has slightly increased, showing that the outreach efforts undertaken during the Fall in Amani led to new participants being exposed to the Listening Circles. Returning rates are high in general, with "More than three events" representing the higher percentage of returns. The percentage of participants having self-identified as "1 event" which represent the first time a participant decides to come back, has slightly increased since the Spring. This shows that a greater percentage of first time participants have been convinced to return to participate in a Zeidler Center Listening Circles.

### Amani Fall - Resident participants: Attendance of P&R Listening Circles

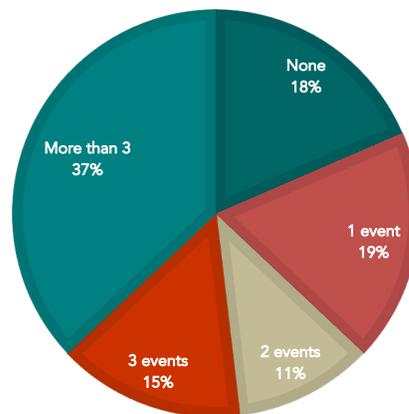
■ None ■ 1 event ■ 2 events ■ 3 events ■ More than 3



Compared to the Spring data for police officers' attendance, the newcomer rate has decreased and returning rates (specifically "3 events" and "more than three") have considerably increased. District 5 and the Office of Community Outreach and Education (OCO) have successfully managed to maintain a healthy new comer rate in order for officers to be exposed to the Listening Circles (recommended by officer participants in feedback forms), while establishing a returning rate of officers that facilitates personal relationship building to take place one Listening Circle at the time.

### Amani Fall - PO participants: Attendance of P&R Listening Circles

■ None ■ 1 event ■ 2 events ■ 3 events ■ More than 3



## Next Steps

### I. Dissemination of the Fall report in Amani:

This report will be sent to all partners, including Chief Morales, Assistant Chief Banks, Assistant Chief Brunson, Captain Heier (District 5), Captain Williams (OCOE), and alderpeople. The Planning Committee for Amani will use this report and the data available to shape the Police and Resident for the year 2018-2019 in order to always cater to the needs and wishes of the Amani resident-, District 5 officer-, and OCOE officer-participants.

The report will be available to the public, both in hard copy during the first Listening Circle of the year 2018-2019, and online at [www.zeidlercenter.org/police-resident-circles](http://www.zeidlercenter.org/police-resident-circles) beginning in June 2018. The availability of the report to the public will be reiterated in the introduction to each Listening Circles event as a way to keep new participants informed of past questions and results.

The Zeidler Center recommends that the Amani report for the Fall Series 2017-2018 be released at resident-led block parties with police collaboration. Below are the steps for the organization of a block party:

- ❖ Download a permit application via [milwaukee.gov](http://milwaukee.gov) or call 286-3329.
- ❖ Permits are only issued with approval of the alderperson.
- ❖ During summer hours of June, July and August, applications are not accepted any later than two weeks before scheduled event.
- ❖ Permit will be mailed, unless you specify that you will pick up your permit.
- ❖ There are no fees for a residential block party.
- ❖ Signatures of consent should be obtained from residents within the barricaded area to establish support for the event (when loud music is involved).
- ❖ Informational flyers should be distributed one week prior to event in order to remind neighbors.
- ❖ Notification to be made to District personnel that residents would like officers to stop by the block party and officers will attend.

### II. Continuation of the Listening Circles in Amani:

As requested by many Fall participants through feedback forms and during Planning Committee debriefs, the Zeidler Center Police and Resident Listening Circles should continue to take place in Amani for the year 2018-2019, funding permitting. Reflecting on the 2017-2018 calendar of the Listening Circles, the Zeidler Center has opted to adopt a 'school-like calendar' for the 2018-2019 year, with three Listening Circles (Fall Series) taking place from September 2018 to November 2019, followed by three Listening Circles (Spring Series) taking place from March 2019 to May 2019 (dates will be made available at [www.zeidlercenter.org/police-resident-circles](http://www.zeidlercenter.org/police-resident-circles) later during the year).

### III. Planning Committee:

The Amani Planning Committee has continued its work during the Fall Series and will be reconstituted for the 2018-2019 Listening Circles. In a constant effort of improvement, the composition of the Planning Committee will differ slightly from the past year and count two adult residents, two youth residents, two officers, one Zeidler Center Program coordinator, and the Zeidler Center P&R Program Director. The Committee will continue to evolve over the year 2018-2019 under the guidance of the Zeidler Center. The role of Planning committee members as organizers of the Listening Circles has proven beneficial and will be maintained for the upcoming programmatic year. In addition, planning committee members will be involved in outreach efforts throughout the 2018-2019 year.

#### Recommendations for the Police Department

These Zeidler Center recommendations are based on participants' testimonies, feedback forms and surveys collected during the Fall Series.

#### I. Increase in knowledge and understanding of Police procedures, requirements, needs, rights, and duties

The analysis of participants' contributions highlights an important gap felt by both officer- and resident-participants regarding the needs of officers on duty, and the understanding of these needs by residents. An obvious symptom of communication issues, this gap can be reduced by employing some of the following options.

##### Police presentation:

The police presentations were again well-received and should continue for the 2018-2019 Listening Circles. Planning Committee members will define the topics for the four police presentations based on the needs and preferences of Amani residents, including the suggestions found in the report.

##### Pamphlets and brochures about opportunities to get involved:

The presence of pamphlets for the resident academy and other opportunities to get involved was beneficial and should be continued for the upcoming year.

#### II. Increase in interactions in non-crisis settings

##### Basketball cards:

It is apparent both through facilitators' notes and participants feedbacks that many residents still do not know about the existence of the new basketball cards. It may be beneficial for officers attending the Listening Circles to distribute/show these cards, especially to younger participants, and

to encourage residents to approach officers in the neighborhood to inquire about the cards. In the case of lack of availability of the cards, information about the expected timeline for future availability to the community could be beneficial.

#### Organization of sports events – block parties – clean ups:

Participants almost unanimously shared positive feedback on the community events they participated in involving both officers and residents. From athletic activities to picnics and clean ups, participants called for more opportunities to shared enjoyable activities with officers. Based on statements made by residents during the Listening Circles, a specific attention to parks is suggested to encourage the organization of activities for youth, and the further use of public spaces by residents to increase the sense of community in the neighborhood.

#### Bike and Foot Patrols:

Participants mentioned enjoying the presence of POs on bikes, mostly because they appeared less out of reach, more approachable. The Zeidler Center suggests that bike patrols continue, and, when possible, increase in effectiveness. In addition, it was encouraged for officers (bike patrols, squad...) to engage in conversations with residents about the challenges that Amani faces on an ongoing basis, rather than only when trouble happens.

#### Attendance in Listening Circles:

Residents considerably praised the attendance of officers during the Zeidler Center Listening Circles. Thus, it can be said that constant officer participation is providing positive results in the form of an increase in trust, and a change in officer perception amongst resident participants in Amani. Efforts should be made to maintain both the newcomer and returning rates of officers as they both work towards different goals:

- ❖ The new comer rate indicates that the POs who have not experienced the Listening Circles are given the opportunity to do so. These new PO participants can then explain to other colleagues the goals and principles of the Listening Circles.
- ❖ The returning rates indicates that returning POs are enabled to slowly develop a relation with returning resident participants, increase trust levels, and provide the proximity with POs residents are calling for.

It is important for PO participants to remember that participating in a Zeidler Center Listening Circle is an opportunity to speak about personal events, experiences, and move away from the more common 'presentations' and 'talks' that usually happen in resident-police meetings. In addition, participants called for the presence of beat officers who tend to intervene during crisis. Beat officers attendance within District 5's capacity is thus strongly encouraged by the Zeidler Center.

### **III. Improvement of Police Trainings**

As suggested by several participants during the Fall series, bias trainings and effective communication trainings could be proposed at the Police academy. Zeidler Center Facilitation trainings could be proposed to officers in trainings as a way to increase the communication tools at the disposal of officers.

#### IV. Other suggestions and needs of residents

- ❖ *Difficulties with the behavior of some officers:* Participants mentioned having felt alienated by some officers during investigations and when reporting a crime. It is thus points to keep in mind and attempt to mitigate when possible on a day to day basis. In addition, some participants mentioned having witnessed situations where officers appeared to not react with restraint and respect. It was suggested by some participants for officers to 'debrief' with witnesses of an intervention after the facts to clear any misunderstanding when it comes to the use of force.

### Recommendations for Amani residents

These Zeidler Center recommendations are based on participants' testimonies, feedback forms and surveys collected during the Fall Series.

#### I. Ways to get involved

Many participants mentioned wanting to get involved yet not knowing how to do so. Below are options for Amani residents to get involved and be a part of the efforts to change Amani.

##### With the Police:

Here are options to support the work of the Police in Amani, or to get involved and learn about the everyday life of a PO on duty:

- ❖ Police Explorers Scouts
- ❖ Law Enforcement Explorers
- ❖ Police Auxiliaries
- ❖ Citizen Academy
- ❖ Police Academy

More information for options available in Amani can be found on the following websites:

OCOE: <http://city.milwaukee.gov/police/MPD-Divisions/Community-Outreach-Education.htm#.WZ2hpyiGPIU>

District 5: <http://city.milwaukee.gov/districtfive#.WZ3uESiGPIU>

In addition, as a way to interact in non-crisis settings and simultaneously to strengthen police and resident relations, residents are encouraged to attend the monthly Crime and Safety Meetings for District 5, happening the first Wednesday of every month, at 5:30pm, at the MLK Library on Locust. For more information:

<http://city.milwaukee.gov/districtfive/2018-Crime-and-Safety-Meetings.htm#.WsZvQNPwbwc>

With the Zeidler Center:

Several options are available for residents who are looking for ways to get involved and actively work for the improvement of Police and Resident relations in Amani. Here are some of the options at the Zeidler Center:

- ❖ Become a *Zeidler Center facilitator* – more information <https://www.zeidlercenter.org/facilitator-training>
- ❖ Become an *Amani Planning Committee Member* for next year – for more information, send an email at [office@zeidlercenter.org](mailto:office@zeidlercenter.org)

In the neighborhood:

Many other opportunities to get involved in Amani are available, below are some options:

- ❖ Get to know your alderman and learn more about the Safety and Civic Commission.
- ❖ Get involved with community organization in the neighborhood such as Amani United, the Dominican Center...
- ❖ Read about programs taking place in the neighborhood - Amani revitalization plan 2017 [http://www.dominican-center.org/uploads/1/8/8/7/18876320/amani\\_revitalization\\_plan\\_final.pdf](http://www.dominican-center.org/uploads/1/8/8/7/18876320/amani_revitalization_plan_final.pdf)

Many other opportunities to get involved with non-profits working in Amani are available. If you are interested, please send an email to [office@zeidlercenter.org](mailto:office@zeidlercenter.org) and the Zeidler Center staff will be happy to help you find ways to get involved and contribute to the efforts of the Amani community to improve the neighborhood.

## II. Everyday life contribution:

Participants' testimonies during the Fall Series offered important suggestions on ways for residents to contribute to the improvement of Amani including:

Regarding Police-Resident relations:

- ❖ Attempt to report crime to the Police (Anonymity is an option that can be further defined during a police presentation) – Call Block Club representative who can then alert police.
- ❖ Spread the word about the Zeidler Listening Circles with neighbors and friends in order to support the outreach efforts in Amani.
- ❖ Find out about Amani Park Community Block Watches
- ❖ For Amani parents: attempt to change the discourse heard by some participants based around the idea that 'officers put misbehaving children in jail'. A focus on the broader contribution of officers in Amani in parents' discourses about POs would contribute to their de-demonization in the minds of the younger Amani generation.
- ❖ Creation and attendance of community events involving Police Officers (See procedure on page 20, Dissemination of the report).

### Regarding resident-resident relations – community building

- ❖ Creation of community events and use of public spaces:
  - Creation of community events focused on the beautification of the neighborhood: backyard cleanings, street cleanings, trash collecting...
  - Use of public spaces for community events, activities for youth, festivals, as a way to take ownership of the neighborhood and develop a sense of belonging in Amani residents.
- ❖ Increase in mutual support in conflict resolutions so that quarrels among Amani residents can be solved using the conflict resolution skills found within the community rather than requiring police intervention.

#### **Questions about this report should be directed to:**

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## Listening Circle 1 – “Protect and Serve” – Analysis

Question Round One: “What has been your experience with the concept of ‘protect and serve’?”

*“Protecting the people in the city means, to me, helping throughout the city.”*

*“I have two different views. I enjoy talking to the police in my community because there are few that I know by name, and they know me by name. I felt, before I became a police officer, the same way people in our communities feel. All I remember coming up as a youth was seeing the police escort my father from the house. After becoming a police officer I saw the other side of how we protect and serve.”*

### 1.1 Residents’ protecting and serving

#### 1.1.1 *Protecting and serving one’s family*

A great number of participants explained that the concept of ‘protect and serve’ was at the core of family values, more specifically when it comes to keeping one’s family safe. Many participants specifically mentioned having protected younger siblings – or having been told to “keep an eye” on brothers and sisters by parents, keeping them away from bullies and bad influences by older family members. Following is a testimony that exemplifies this protective logic:

*“All the way through elementary, intermediate school, and finally high school I was instructed to protect my two brothers and one sister.”*

This family protection was identified by some as a way to serve the family as a whole, thus following the concept of ‘protect and serve’ on a daily basis:

*“I have smaller siblings and I was charged with protecting them in school and on local play areas. My parents insisted [even though my peers used to hate it when they tagged along] that I keep them with me and to keep a watchful eye on them. As I reflect on my childhood, I was serving our entire nuclear family by adhering to the concepts of ‘protect and serve’.”*

As explained by another participant, protecting and serving one’s family was depicted by some not only as keeping family members safe, but by supporting their needs and making sure that all the odds on their side for them to succeed in the future:

“I play a key role in making sure my little brothers and sisters, and my younger cousins are doing right. Also, I protect and serve them by helping out with homework, and making sure they get it done.”

### 1.1.2 Protect and serve community through volunteerism/participating in neighborhood organizations

Other resident participants extended their efforts to protect a greater family, the Amani community. Indeed, several mentioned that another way to live by the concept of ‘protect and serve’ was to care for one’s community by volunteering in neighborhood organizations, faith communities, and other local activities. Here are a few testimonies collected during this first round:

“I protect my brothers and sisters and serve through my volunteerism through my church home, Hephatha Lutheran Church.”

“I love serving my community by volunteering and helping with community organizing in my neighborhood.”

Being attentive to one’s neighbors, and the activities in Amani, was considered really important by some, and an activity that can perfectly work alongside the protection provided by police officers in Amani:

“Protecting neighborhoods, basically, my neighborhood. I lived in this area for over 40 years. I always watch, caring about my neighbors more than myself. I happen to be the neighborhood block watch captain, so my eyes and ears are always wide open. And officers come, and they do serve in our community as well.”

### **1.2 Officers’ narratives on “protect and serve”**

A few officer participants shared their experiences with the concept of ‘protect and serve’ when on duties. From these testimonies, it is clear that taking an “oath to serve” is something taken seriously by officer participants, and that, quoting one participant, “[m]y thoughts as an officer is to help the community in any way I can.” One participant explained what the general logic of an officer intervene in a crisis can be, based on the concept of protect and serve:

“When we answer a call, we go into it with a mindset of protecting the physical well-being, social well-being and property of residents in the community. We have multiple things to do simultaneously; first we must identify the problem/issue. If there is eminent danger we must address it first so that residents, and individuals of interest are safe from harm. Then we must gather information as quickly and efficiently as possible to preserve the integrity of the crime/scene for evaluation and decide if a crime has been committed.”

Speaking about their experiences while protecting and serving the community, officer participants highlighted the dualities they face on a daily basis, that is to work efficiently and safely without undermining the experiences and realities of the individuals they are interacting with. The sometimes lack of willingness to cooperate of some individuals, and the increase needs for intervention paired with a reduced number of officers available have all been identified as determining factors in the ability of officer participants to effectively protect and serve the Amani community. Some participants explained these challenges in their own words:

“Many times, the residents in the immediate area are hostile toward us and uncooperative as witness. But we must remain professional and try to communicate with those that are involved in the incident to the best of our ability. I personally try to keep people informed as I gather information, at times that is not as easy as I would like it to be but I make sure that I communicate to residents and criminals what is going to happen as the information becomes available to me.”

“It is becoming more difficult based on the needs and number of officers available.”

### **1.3 Witnessing professionals ‘protecting and serving’ the community**

A considerable number of participants shared experiences related to witnessing the work of professionals whose job entails the concept of protect and serve, namely police officers and fire fighters.

#### 1.3.1 Professionals doing a good job

A few participants underlined the dedication of some officers that they had witnessed in Amani. One participant explained that, to him/her, “[...] people must realize that ‘protect and serve’ is more than a slogan, to police it is a calling, it is something that they get up to do not just to get paid but to make a difference in the community.” Another participant shared a specific moment during which the response of police officers portrayed what ‘protect and serve’ would look like in real life:

“My experience with an officer serving is during a community event and a small riot broke out and became a hostile crowd. Officers came in and serve the victim as well as arrested the suspects, calmed the crowd, separated people. It turned out ok without any more hostility and rage.”

#### 1.3.2 Officers failing to protect and serve

A few participants reported experiences during which the intervention of Law Enforcement did not end up following the concept of serving and protecting, but rather made a complicated situation more complicated. Feeling wrongly targeted, or unjustly tormented by officers led some participants to question the intentions of some officers, underlying the negative effects that these can have on the entire police force:

"I expect officers to serve and provide a community free of crime and discrimination. I had an argument with a family member over money. Instead of trying to calm the situation, they [police] assumed I was irate. I was handcuffed and taken to jail in front of my children. It's important to get to know the situation and residents before reacting."

"[...] People are angry because police are committing murder without consequence. My generation is scared but we want to be respected by the police too, not shot down because I exercise my rights as a citizen to not share information just because police have a badge. To me that is not 'protect and serve'."

#### **1.4 Protect and serve together**

Some participants' testimonies stressed the fact that the concept of 'protect and serve' can be experienced through the collaboration of residents and officers in Amani. Depending of the participants and the circumstances, this collaboration was encouraged or somehow unwanted.

##### 1.4.1 Calling Law enforcement to protect loved ones

A couple of participants mentioned having called the police to solve a crisis, or having witnessed the intervention of officers after a call. The specific intervention mentioned below exemplifies a good collaboration between residents and police working together to guarantee the protection of the community:

"I had to protect my daughter who was in crisis, when our family found out she was in a very bad relationship with a man who was violent, verbally and emotionally abusive to her. For the past 14 years this man has made it his personal vendetta to make my life a living hell. In my small town, I have enlisted the assistance of local law enforcement to assist me with restraining orders, etc."

##### 1.4.2 Difficulties protecting and serving together

A few participants yet shared feeling torn between wanting to serve and protect their community and having to involve the police to achieve the protection needed. Being wrongly accused or having officers at one's door after calling has led some participants to not feel like calling in the future. Two participants shared their concerns in through the following experiences with Law Enforcement:

"[...] I feel that if I am having a problem that I am supposed to call for help. If I see a crime in progress I call the police. So one day I witnessed thieves breaking into a neighbors and I called the police. When they arrived the actually accused me of being the burglar that was in my neighbor's house. That is why many residents do not want to testify because police show up being abusive and not listening to the witnesses who only want to do the right thing."

“Many times, there is no mutual understanding, there are times when I may want to report suspicious activity, but I do not want the police to show up at my door. There are times that residents want to help but remain anonymous. I want to be involved in my neighborhood, report crimes and etc. But I don’t always want my neighbors to know that I’ve working with police and supplying information that could come back to haunt me in retaliation.”

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**Question Round Two:** *“In your experience does the Law Enforcement slogan ‘protect and serve’ have relevance to you? If so; what is it and why? If not, why?”*

*“Yes, I think it is very relevant to me with me thinking back when I was growing up on 17th and Hadley. I remember the police walking through the neighborhood and talking to the people of the community. I have had them come and help at my house and down the street at my neighbors.”*

## **2.1 What is the slogan ‘protect and serve’?**

Since almost all participants saw relevance in the Law Enforcement slogan, many shared their opinions on what that slogan meant to them.

### **2.1.1 Keeping people safe regardless of their behaviors**

Through participants’ testimonies, it appears that keeping all people safe regardless of their behaviors was considered as one of the key elements that composed the slogan. Going beyond one’s human reactions when facing aggression/disrespect and keeping in mind the ‘protect and serve’ slogan was underlined as extremely important to the work of officers in Amani. Several participants shared experiences during which a resident appeared to either lose his/her temper, behave inappropriately or illegally, and officers managing to keep this resident safe as well as making sure that others around would be safe too. Some of the stories are the following:

“My mother was stopped recently by a law enforcement officer and it was only a routine traffic stop. My mother became upset, because she knew she had not violated any rules of the road, she became belligerent, when the officer approached the car, however; he only wanted to inform her that her rear axel appeared to be in ‘a bad way’ which as it turned it was. When my mother took the auto to the mechanic, she informed her that if the officer’s stop had not brought this issue to her attention, she, more than likely would have been involved in a bad accident.”

“There was a recent shooting incident in my neighborhood, involving my brother. The police arrived at the scene and insured his safety, while other officers assigned to the incident sorted things.”

“Protect and serve has been very important to me in my life, especially as a mother raising kids. I’ve had to call officers to my house to resolve a situation with my kids. They put their guns down and spoke to my children man-to-man. That child went on to college and success! That officer was one I had an issue with years before.”

### 2.1.2 Keeping the neighborhood safe by patrolling and arresting people causing trouble

Patrolling the Amani neighborhood, intervening during crisis situations, and arresting criminals was another element that was pushed forward by many participants when explaining what ‘protect and serve’ could mean. As was said several times during Police and Resident Listening Circles, keeping the streets of Amani safe is probably one of the most obvious goal that officers are expected to pursue.

“Yes, I feel protected by the police because we had a bomb threat at our school, and the police came in and kept us calm, and escorted us out of the school safely. It was a sight to see them in action with their equipment, and their riot gear.”

“Police officers have given me a whole different outlook on what it means to protect and serve. There was an incident in my home and the police were called. They came in admirable time and calmed the situation down before it got out of hand.”

“When I see officers in my community walking a beat and cycling through the neighborhood I see that as a form of protection.”

### 2.1.3 Serving the community and keeping elderly residents

A couple of participants mentioned that civic acts such as caring for the elderly in Amani and assisting them in their daily life is and should be an integral part of the definition of the ‘protect and serve’ slogan.

“I’ve had police officers help me across the street. I have never had any trouble with the police, I think they do a fine job. They have a hard job.”

The idea behind this thought is that Law Enforcement’s actions should be directed by and following the needs of community members. Since community members are different, their needs will be different, thus police’s support to ‘protect and serve’ should be different. In the following experience, one participant describes how police officers adapted to the needs of a specific situation to bring protection to residents:

“In my employment I work at a long-term care facility for the elderly and on some occasions, I have seniors in the facility and in the neighborhood get lost and are unable to get their bearings to find their way back to safety. Our first call is to law enforcement to assist us in searching for the lost party[s] they are please to assist, each time we have made that request.”

#### 2.1.4 Respecting and treating people fairly as important part of serve and protect

Finally, several participants mentioned that treating people fairly and with respect as a general rule was what ‘serve and protect’ should be all about:

“Part of my job unit (school squads) I work mostly with juveniles and respect is a huge factor. If you can relate, then communication is more effective. It’s about listening, talking and respecting the juveniles and taking into consideration that a lot of them are going through things at home and in their neighborhoods, etc.”

“For me, it has good qualities. For example, I have situations when I’ve been in the police face [in other words, when I’ve been before police officers]. Some calls were bad, but most were good. I believe I was treated fair. They came and analyze the problem and see what they can do to help solve it. Communication was the key for me to help, and to do what they asked of me to do.”

## **2.2 Police officer as more than a job – Police officers as human beings**

While speaking about the slogan, a considerable number of participant further thought about what it means to be a police officer, underlining that it is more than a job for many officers:

“In my job I see officers who just view it as a job [a paycheck and nothing more] however; my father used to view his job as a law enforcement officer not as just a job. . . but as time went by he had developed a passion to protect and serve.”

The testimony of an officer participant shows how this slogan can govern all aspects of one’s life, in and out of a uniform:

“I feel like I stand for that slogan. I gave a ride to a kid just the other day after school. And I’ve seen fellow officers do the same thing. I have seen officers that have done wrong on the job and I call them out on it every time. When I find it I speak up because I realized that our city needs honest hard working police and our reputation is only as good as our last interaction with a resident. I speak up because of this slogan and I believe in it, it is my reason for doing this job. I’ve helped people change their flat tires and even gave money for bus fare to a kid to get to school. I believe in this slogan, and I would like all residents to know that all police do not think alike. Most of us are doing the right thing all the time.”

Other participants put forward how important it is to remember that while being an officer is more than 'just a job', all officers never stop being humans:

"I can't say anything negative about the police, and what they do. They have been good to me. I never had any problems with them. They are people just like us."

"The slogan is very relevant. I would like to hope that people can govern themselves, but often they don't, so we need guardians over the city, which is basically what police officers do so that everyone can have good days and not be victimized. In my experience as an officer, there have been too many situations when officers go out day-to-day and do their job, but don't take care of themselves. We still battle our own demons at home. We aren't always perfect."

## **2.3 Difficulties with protect and serve**

### 2.3.1 Problem of definition

A couple of participants underlined the problems that can arise from lacking a clear definition of what is taken as the slogan of Law Enforcement. By not coming forward with a clear definition of 'protect and serve' that is known from both officers and residents, misunderstanding can flourish, and already difficult police-resident communications could be further slowed down or even stopped. One participant elaborated on this notion:

"[...] What does the definition mean for police and what does it mean for residents? If there is a difference between what resident and what police think it means, how do we reconcile it? For instance, for police is "protect and serve" defined only as "for all crime"? For residents does it mean that if they are late for a meeting or to get home, police will give that person a ride so that they may be on time to their destination? I don't mean to sound trivial we need to revisit the slogan and define it clearly to residents and for police so that everyone knows what the boundaries are."

It would be recommended to have police presentation on this topic to clarify misunderstandings, and allow residents to give feedback on the definition and ask further questions about it.

### 2.3.2 Different standards witnessed

A couple of participants mentioned feeling frustrated by police response times, a situation that pushed them to feel that some community are more rapidly and fondly "protected and served" than others:

"Say that I see someone get shot in my neighborhood. Police will not respond quickly to gun shots fired. In the 53206 zip code, officers do not respond quickly. I heard a shot and when I got to the street I saw a man down on the ground. I called for the police personally

and they took a long time to get there. The paramedics were got there quickly but not the police. That's wrong!"

## 2.4 No relevance

Only one participant shared that the slogan had no relevance to him/her because s/he had had no contact with the police.

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**Connected Conversation & Parting Words** – *“What can you as a community member do to protect and serve your community?”; “What have others said in this conversation that triggers new thoughts for you?”*

*“There is a line that people shouldn't cross. What is 'protect and serve' definition?”*

*“I'd like to encourage the young fellows to keep doing good. Even though you may not see it, it will work out if you keep on going. Problems don't always last. Things will get better. It really helps to do good.”*

## 3.1 Do good in your community

A great number of participants focused on the need for all community members, residents and police, to want to do good in the Amani community. Transforming the neighborhood by increasing parks for children and playground using the open lots, caring about neighbors, “respecting elders”, “choosing friends wisely”, and “[...] know[ing] your resources for when things get bad.”

One participant spoke about that fact that “all of us have a great responsibility to ‘protect & serve’ our community. All we can do is call the police and let them handle the crime and we should handle our neighbors and friends by setting and agreeing to boundaries in our neighborhood “what we will allow and what we won't allow” that helps us to eliminate crime.”

## 3.2 Create channels of communication between officers and residents in Amani

Many participants called for an improvement in communication between residents and officers through the creation of communication channels: “We have problems with everyone talking in the community and not enough listening. Proper communication and dialogue is a must in this community.” This way, misunderstandings, false expectations, and confusions could be more easily avoided.

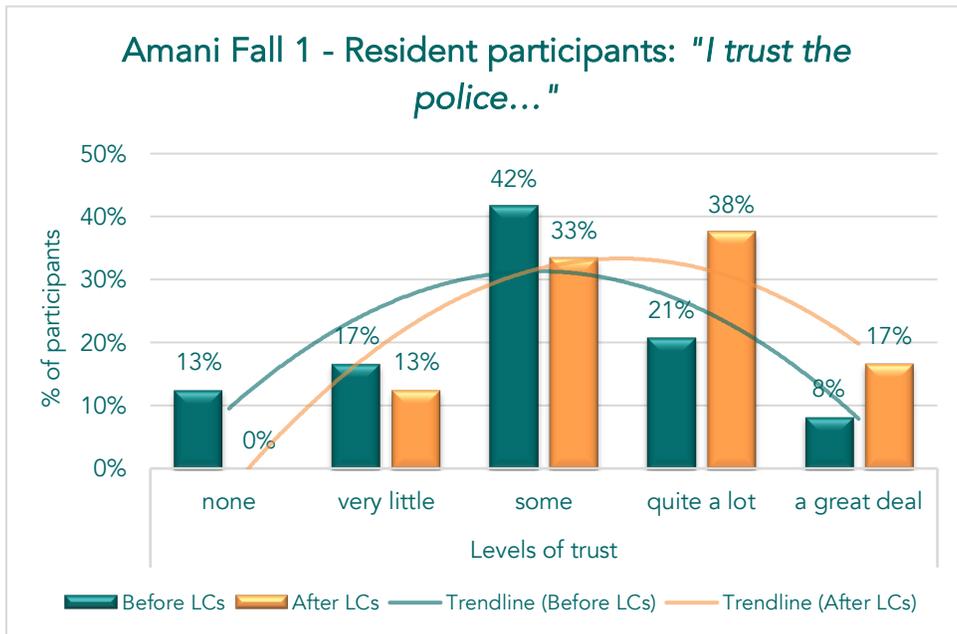
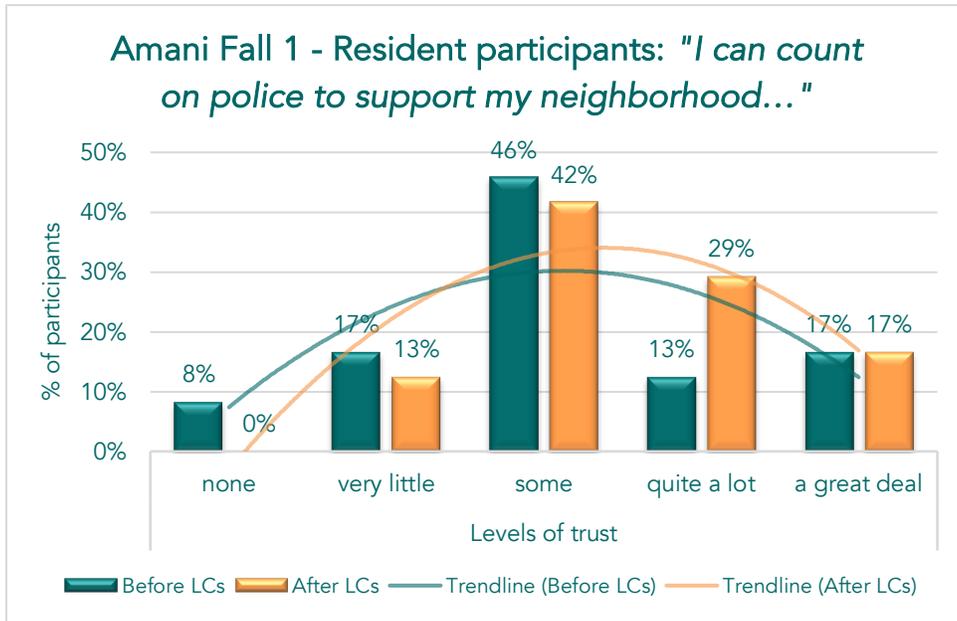
### **3.3 Difference between circumstances in one community and another**

A couple of participants mentioned the differences that can be seen between communities when it comes to safety, and protection, and the difference in police coverage and response.

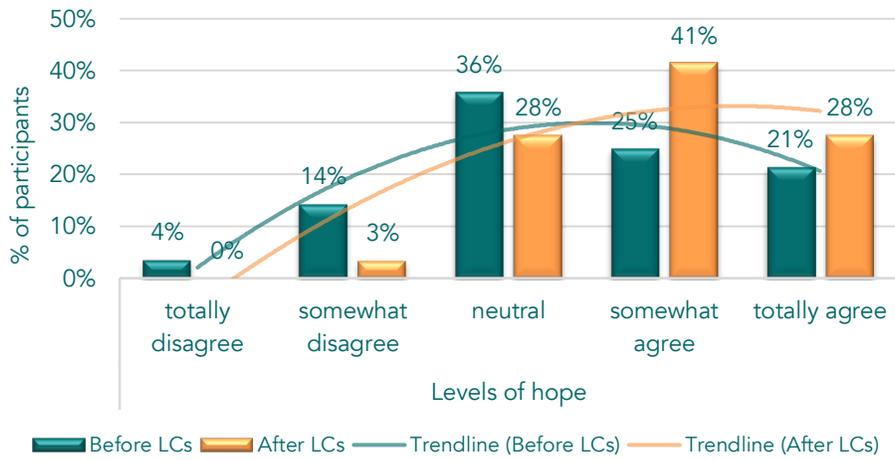
### **4. Parting Words**

Parting words were positive and hopeful, focusing on “respect”, “involvement” and “effective communication”. The humanization of officers and residents was mentioned by several participants. In addition, the Zeidler Center Listening Circles received positive feedback as a tool to humanize the other and build bridges.

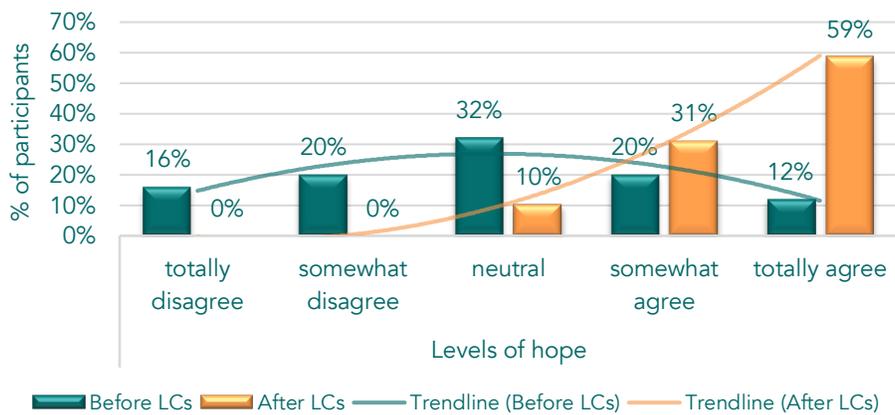
## Quantitative Data – Pre/Post Surveys



**Amani Fall 1 - All participants: "I believe community and police relations will improve..."**



**Amani Fall 1 - All participants: "I believe listening circles build trust between police and residents..."**



## Feedback Forms

*What was most satisfying or valuable about this experience? Did you learn anything about the community/police today?*

- All police aren't bad
- To get to speak and the police are normal people to
- Don't give up
- I learned that they are here to help and serve and to protect us
- To talk to each other
- Getting to communicate with the police officers and get their output on what they do. I learned that police do their jobs differently
- Having the opportunity to express opinions and listen to others
- Police listening to what others have to say
- The Officer in our session gave a honest reflection of how he left about MPD prior to becoming an officer.
- Hearing a policeman state that he has identical parental concerns with regular folks
- Was able to speak to the officer and learn his side of the story
- They are everyday people
- Talking to the police
- Most satisfying was being able to talk to the police and they listen
- Appreciate hearing what our youth have to say
- That the police have communities' stressor
- I learnt that the police really are here for us
- Young people thoughts/participation
- The thing that was interesting was that the police officer was really nice
- That the police are very good people and that are great savers
- Learned how they try to help us and try to make us better people
- Children have great ideas; they should be listened too.
- Hearing from my community
- Hearing people's personal perspectives on their encounters with police, positive, negative and the feedback that was provided
- Talking to young people and the community as a whole
- Listening to the young adults, they understand and know what needs to be done

*What questions or concerns are you leaving with?*

- None
- Are they going home safely?
- How can I make a better community?
- MPD's definition of "Protect and Save" is the communities definition of "Protect and Save"
- Can MPD include volunteers to positively impact the community

- How safe am I
- None
- What happens with this information collected?
- What are the police going to do about solving crime?
- Why do we have these meetings?
- Keeping conversations going
- What can we do to prevent death or injury?

- Are the police going to do better with their job?
- None
- None
- That people will someday trust police
- Being able to have more neighborhoods involved
- How can I best serve
- Some of my fellow officer's behavior after listening to citizen's experiences

*What's one important topic you like to discuss for an upcoming listening circle?*

- Being respectful to all.
- Self-control.
- Racism poverty impact.
- Everything.
- Helping.
- Violence.
- I don't know.
- Talk about a time you had to show respect.
- What are police to you?
- More police in the community to be notice more than the crime rate will go down.

- How you think it feels to be a police officer?
- What is their main concern?
- Positive community-officer interactions.
- Police and other people that is bad.
- More people. More officers should do this
- Move back and forth conversation
- More meetings
- Great job!
- Everything was great!
- Be honest and listen

## Listening Circle 2 – Establishing Trust between Officers & Residents – Analysis

**Question Round One:** *“Tell a story about a time it was either easy or difficult for you to establish trust with a member of law enforcement/community.”*

*“I have always trusted law enforcement and I am now in training [first step] working as a police ambassador and plan on entering the police academy.”*

### **1.1 The times it was easy to trust...**

#### **1.1.1 Thanks to taking part in joint events**

Several participants mentioned that taking part in organized events that involved police officers and resident did help establish trust with the ‘other’. Besides actually creating opportunities for residents and officers to interact in non-crisis settings, the support in building trust provided by such events could be potentially found in the presence of an established set of rules/guidelines to be followed, identifying the expectations to have from the event, and enabling people to focus on achieving determined goals. The following testimony exemplifies this idea:

*“It was easy because I was involved in work ministry here at church and I sat with officers and got to know them, and we had a lot of fun.”*

In addition, the Zeidler Center Listening Circles were mentioned as an example of events that can help establishing trust between officers and residents in Amani, as it creates opportunities for interactions and exchanges organized around co-designed agreements:

*“Besides police and resident listening circles I have not had any interaction with law enforcement.”*

#### **1.1.2 Because of knowing others/officers**

Other participants mentioned that, in times during which establishing trust was considered easy, prior repeated positive interactions with officers in both in crisis and non-crisis settings had enabled resident participants to establish long-lasting trust with officers in general. This testimony shows specifically how one officer can make a huge difference in the life of a young resident, and even spark an interest in the work of police officers:

*“When I was a kid I did trust the police. All my friends were in trouble. They did bad things all the time. I met a police officer from a friend of the family that mentored me. He took me to Baseball games, Basketball games, etc. I have been a police officer now for 21years.”*

## **1.2 The times it is challenging to trust...**

### 1.2.1 Due to one's negative/bad expectations or previous encounters

Other participants, however, shared that as much as positive encounters count in one's capacity and willingness to establish trust, negative encounters, sometimes paired with already negative stereotype and expectations, negative encounters have weighted on several participants' difficulties when attempting to establish trust with the 'other. Both a few resident and officer participants shared how past experiences weight very heavily on these participants' current expectations of the 'other', a state that does not necessary please them as it appears to bring their potential to establish trust down rather than up:

"I have had the experience of dealing with officers in a formal and a more structured environment. Personal interaction is the most difficult I find. At this day and time, I would hate to be a young person who has to interact with officers. I would agree that day versus night can jade a person who has to police the community."

"As a veteran of MPD I have to watch my disposition. I am beginning to expect people to lie to me. I wish community members would become more comfortable in calling us without fear of reprisal. Personally, I want to get drugs and guns off the streets."

### 1.2.2 Because an interlocutor is not nice/not willing to help you

Some participants reported that the attitude of an interlocutor can make it very hard for one to want to trust him/her, or even to just be able to trust. The following testimony, by recalling a negative interaction that led a participant to have difficulties trusting the 'other', show how every interaction counts, and how a negative one with a rude or unfriendly person can damage a previously existent potential for trust:

"I had a senior citizen in my presence when I attempted to gain access to the 3rd district police station. She is an icon in The Black Community and is 80 years old, has a PhD. The reason I was escorting her to file a complaint due to vandalism of her property. When we approached the main entrance, there were a quite a few physical barriers to gain entry. When we finally gained entry to the lobby area, we encounter a police Sargent who refused to direct us to the proper personal/area to file the complaint. He was clearly in a bad and foul mood and belligerent. He refused to assist us, by offering the excuse that he and his partner were on their way to a violent incident that involved a weapon. I from that point will and still do have a difficult time trusting local law enforcement."

## **1.3 During crisis situations**

Establishing trust is always crucial in crisis situations in order to allow for fast and effective action to take place. However, only a limited amount of time is available to establish that said trust due to the quality of the interventions. Participants' testimonies both portrayed situations during

which trust could be established despite the limited time dedicated to this 'exercise', and situations during which it turned out almost impossible to reach the level of trust needed for the intervention to take place smoothly. Before further looking at the specific testimonies, it is valuable to notice that the proper testimonies available being sometimes positive and sometime negative (although predominantly positive) show how every situation is unique, and that generalizations on interaction always going bad or in the contrary always being positive are useless and misleading.

When it comes to positive experiences, participants shared times when during a crisis (and sometimes expecting negative things to happen), they were helped by "the other", supported (and sometimes, proven wrong!). Here are some testimonies to illustrate this:

"I work at night and I don't get to see a lot of positive or good people while I'm working, but I had an experience where I was chasing a suspect and I got hurt. My head was busted as I pursued the suspect and it required me to have staples to be put in my head. To my surprise residents came out and gave me towels and stayed with me to help the bleeding. I caught the suspect also and he turned out to have a fake gun."

"I tied my dog to a tree and left to play with some friends. When I returned the dog was gone. A police officer sometime later returned the dog. I was thankful and happy he did that."

Regarding negative experiences, that is experiences during which establishing trust has proven hard to participants, officer participants explained through personal testimonies how misunderstandings amongst witnesses of a crisis, or lack of adequate communication between officers and direct witnesses can create situations during which witnesses doubt the intentions of the officers intervening. It is important to notice with the following testimonies is that a breakdown in communication channels between officers and residents is very often at the roots of the escalation of a given situation:

"The story I would like to share is that my partner and I were in pursuit of a suspect through a neighborhood. We apprehended him attempting to enter a home that turned out to be his relatives. The relatives had no idea that their relative was just involved in a crime. . . we, my partner and I had a challenge to explain why we were apprehending their relative. They did not immediately trust us and we did indeed; have a hard time establishing trust."

**Question Round Two:** *“What is your concept of the word trust, and how can we increase trust between law enforcement community?”*

*“I use an acronym: T-truth – R – respect – U – understanding – S – Safety – Transparency Now faith is confidence in what we hope for and assurance about what we do not see yet manifested.”*

**2.1 Trust = to believe (in) or be able to believe (in) someone (’s word)**

A great number of participants defined trust by putting an emphasis on the word “believe”. The use of the word varied slightly between participants, yet a common message can be clearly identified: For many participants, the fact that someone believes you, the fact that someone believes in you, and that you feel similarly towards that specific person, is the basis of what is called trust.

Being trusted, besides meaning being believed, can have a sense of seeing the good in the other for some participants. Below are some of the testimonies given during this second round as examples of experiences where trust is to “believe”:

*“For me trust means to believe in someone. If you get in trouble people will know you didn't do it because they trust you. You would know that as a person you wouldn't do that. [...]”*

*“I believe trust is having faith and belief in people seeing the good in anybody and don't think that they're bad.”*

For some participants, being believed is linked to being able to believe the other as well, thus trust can be linked to knowing that someone tells the truth. The following participants expressed it in the following way, linking truth and figures of authority:

*“I think that trust is based on your word. I struggle with trust. I know that things happen that are false and people lie and make it sound like the truth. People in authority who are supposed to protect you many times are the ones that are hurting you [...]”*

*“I believe that “trust” is the act of believing that someone is telling you the truth about a particular situation or event.”*

Based on this understanding of trust, a few participants recommended for people to “[d]o what you say you are going to do”, “[...] keep my word to anyone that I’m dealing with at work or in my private life”, and “[...] telling the truth to officers, [...] tell the truth about a situation even if you know the person who did the illegal act.” Honesty, alongside the truth, was mentioned by one participant as important as well, “[...] Honesty is a key ingredient to things getting better [...]”.

## 2.2 Not being scared of the other/to show one's true feelings

Other participants stressed the link that should, in their opinions, exist between trusting someone and not fearing someone. Below are some of the testimonies that were built around the need for residents not to fear the police in order for trust to be established, more noticeably, the needed trust for information to be exchanged without fearing leaks that could lead to revengeful backlashes for residents:

“My definition of trust. . . is being safe and experiencing lack of fear of a person – place – situation.”

“Loyalty and alliance with someone and being able to share information with that person without them sharing it with everyone else.”

“Trust for me is openness and being vulnerable with our words emotions and deeds.”

## 2.3 Being there for one another

### 2.3.1 Mutual respect and similar values

A few participants mentioned that being there for one another, insisting on mutual respect and shared values, was very related to notions of trust for them, as can be seen in this testimony:

“Having faith and willingness to believe there will be mutual respect.”

“Trust is a two-way street [...]”

### 2.3.2 Support, protection, and understanding

In addition, a couple of other participants mentioned that the notions of support, protection and understanding were crucial when speaking about trust. For instance, one participant shared how having officers talk to her son and support him when he was facing difficulties enabled him/her to rely more and more on these officers to support him/her with his/her son, and keep him out of trouble:

“Trust for me was established around the late 70s through the 90s when I was raising my son and he would get into trouble. Instead of the officer arresting him they would pull him aside and talk with him. I began to call and rely on them more I even would walk to the district in my area. They were great for my family. They bailed my son out of trouble even though the police have been called on him.”

## 2.4 How to increase trust

### 2.4.1 More activities to interact together

Several participants reported during the first round of these Listening Circles that taking part in an activity that included both officers and residents had enabled for them to establish trust. It is thus not a surprise that several participants mentioned waiting to see more activities between officers and residents take place for more interactions in defined settings to flourish:

“I believe or would like to see police officers partnering with Milwaukee public school’s rec program building relationships in areas like basketball and other areas outside of being in a police uniform. [...]”

“We need more community meetings, dances and parties to build the community.”

Several participants focused on the Zeidler Listening Circles as an activity that has proven to create positive interactions between officers and residents, and offer an opportunity for trust building, one Listening Circle at the time:

“We need to have more meetings like this to get to know them police officers as people.”

“I think that listening circles are a positive step in the right direction to get people in the community to trust one another again. People need to trust the police and police must have some trust in the people for this situation of mistrust gets totally out of hand. We need to clean up our own house for the people to stop having biased opinions of us that we only care about police. Nothing can be further from the truth.”

#### 2.4.2 Communicate...

Communication has always been a very important theme in the Amani Police and Resident Listening Circles, and it has proven important on the topic of trust as well. Several participants mentioned that establishing effective communication that rests on respect and willingness to work together can increase trust between officers and residents. The following statements exemplifies the identified need for communication by participants:

“We can increase trust between law enforcement and community by seeking balance with effective communication and respect.”

“In my opinion communication / effective efforts at communication to recognize and connect with each other’s humanity.”

A few participants mentioned that the image of both residents and police officers seen in the media can have strong impacts on whether healthy communication can be established. Thus, some

called for people to attempt to communicate while attempting not to give too much importance to what is said in the media:

*“In my estimation the media has been divisive and want to make money off of antagonisms and problems.”*

*“Social media focuses on the mistakes that P.O.’s commit.”*

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**Connected Conversation & Parting Words** – *“What have others said in this conversation that triggers new thoughts for you?”; “Did you hear common themes or concerns from others?”; “What next steps are important for you in moving this conversation forward?”*

*“It has to be value on respect.! You get back what you give. When people are hurting, they want to hurt other people.”*

### **3.1 Relationship building: Communication, Interactions, and Respect**

A great number of participants shared their thoughts on how to build a strong relationship between officers and residents, often focusing on communication channels, numerous interaction opportunity, and mutual respect. A greater involvement of residents in the Amani Listening Circles (attendance), and better listening skills from officers were perceived as potential improvements:

*“Residents must become more involved and police must listen better. Residents must stop being scare to tell on criminals otherwise they will continue to terrorize the community. We must help the police and be witnesses to crimes that we see committed against our neighbors. We must just be honest, our community will not get better until us residents care enough to put our lives on the line to defend our homes and family.”*

Regarding resident involvement, one participant specifically mentioned youth participation in Amani, and shared his/her happiness about seeing strong and smart young Amani resident taking part in dialogues with officers and feeling confident sharing their opinions:

*“I am very impressed with the youths who participated in the lc’s. I like and admire that you said why run from the police if you have done nothing.”*

A few participants further talked about mutual respect as an important aspect of trust, with people needed to treat the other as a human being, that is with “dignity” and “decency”.

### **3.2 The work of officers**

A considerable number of participants mentioned the work of police officers, namely the danger that comes with the job, how the negativity around officers can make the job harder (to the detriment of both residents and officers), and what the work entails on a daily basis. The following testimony from a resident participant shows hope and humanity towards officers in Amani:

“Police are endangered just like everyone else we need to hold on to each other. They don't know what they're facing each day or what they're getting into as police officers.”

In addition, some participants (both resident and officer participants) called for officers to live/spend more time in the community they serve as a way to facilitate their work by creating bonds with the Amani community:

“It was better when officers remained in neighborhoods and got to know the community now they are bounced around.”

“I wish we could walk the beat more in certain neighborhoods. However, when we receive multiple calls for multiple police we are spread too thin. Now we are required to have officers go to hospitals for certain shifts.”

### **3.3 Other themes**

A few participants touched on different topics, such as the acceptance of death, the civil unrest in Sherman Park last summer, and student-teacher relations.

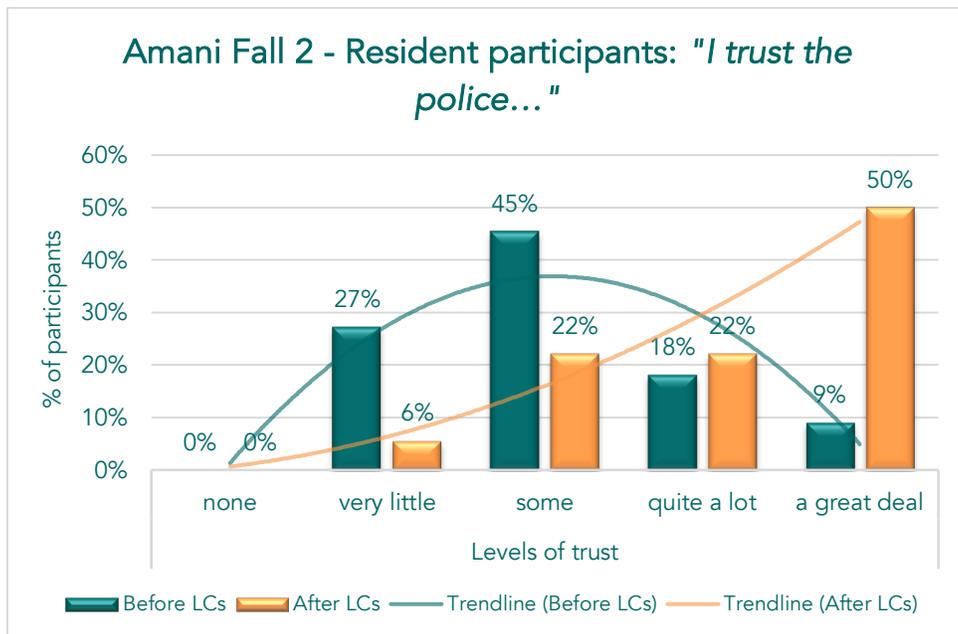
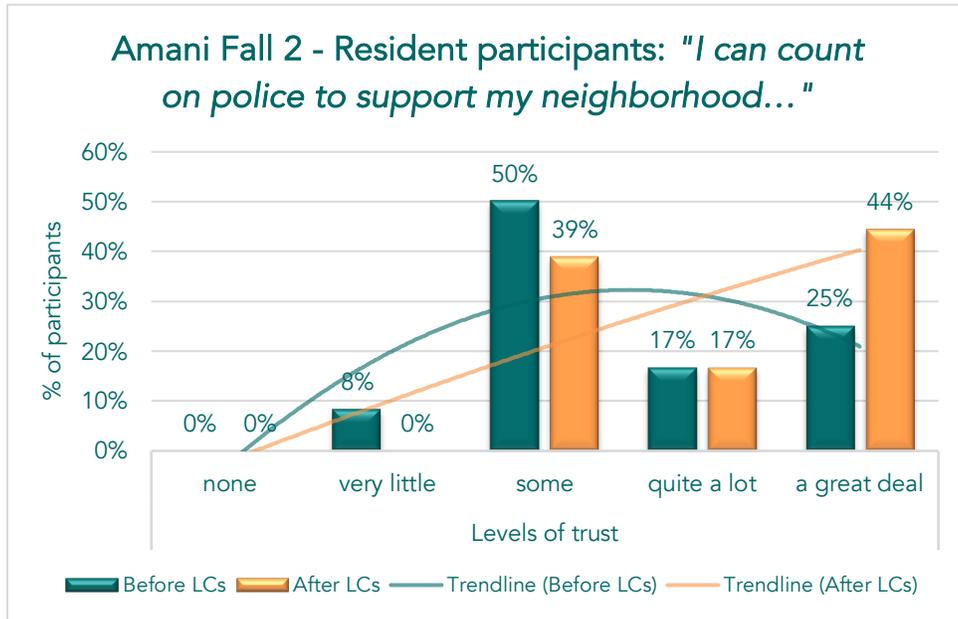
## **4. Parting words**

Parting words were very positive, with many participants leaving the Listening Circles stating having enjoyed the experience, and having “learned new things”. The focus on trust appeared to have had participants well engaged in the conversation, both underlying the current sensitive state of trust between resident and officers as well as the genuine hope and interest of both officers and residents to work on it:

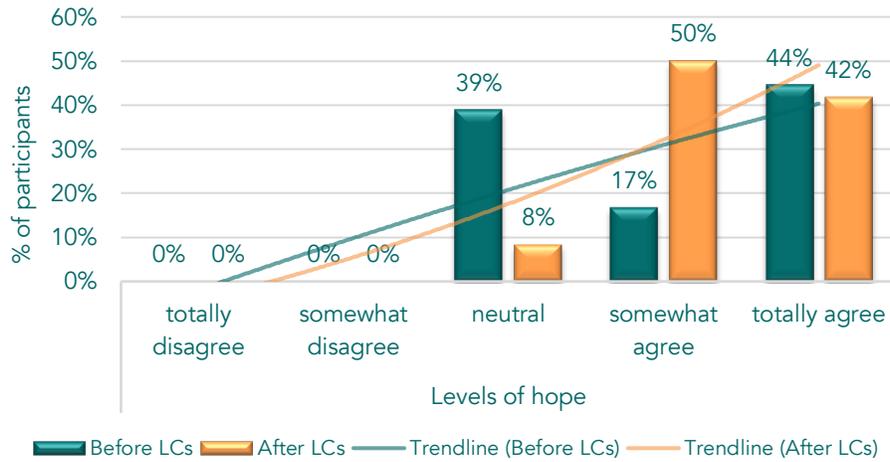
“I liked focusing on trust and I would like more listening sessions. Trust can mean a lot.”

As an overview of the impressions of participants, words such as “Peaceful”, “Informative”, and “welcoming” were used as parting word at the end of the Listening Circles.

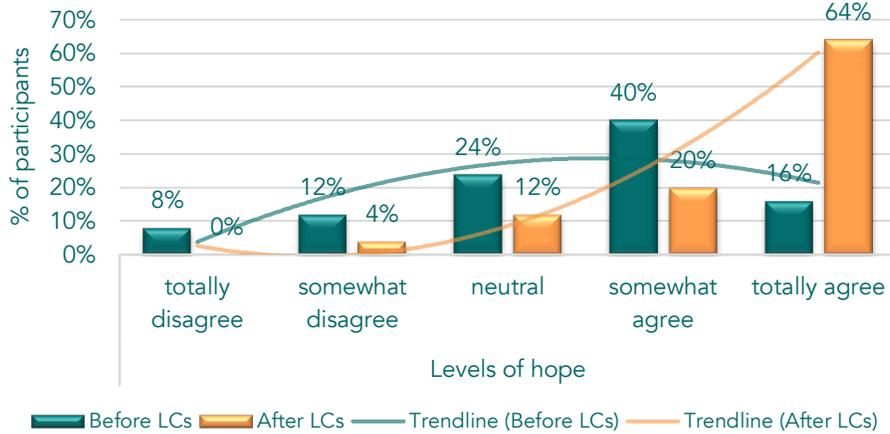
## Quantitative Data – Pre/Post Surveys



**Amani Fall 2 - All participants: "I believe community and police relations will improve..."**



**Amani Fall 2 - All participants: "I believe listening circles build trust between police and residents..."**



## Feedback Forms

What was most satisfying or valuable about this experience? Did you learn anything about the community/police today?

- Everything
- Hearing what the officers had to say pertaining to the topic
- I found out that a police job is not easy
- Very good
- I learned that the police keep you safe
- Learning about trust
- They are just like us
- That they are the same as us
- Interface with MPD
- Learning about cops are people
- Energy, new faces
- That police are good people
- Everybody talking to each other
- Hearing the police members tell about stories
- I don't know what you mean
- Communication
- We should start to trust the police
- We should trust more
- That people (community or police) all want the same thing: peace, being able to walk about in your community without worrying about being intimidated
- The interaction and participation of the group
- The most satisfying part was that I felt both the police and community members were very
- Having the community hear the View from a police officer
- Hearing everyone trust with police. Yes, well have to trust each other
- Listen to the teens say they like the police

*What questions or concerns are you leaving with?*

- Nothing
- Need to build more trust between law enforcement and the police
- How old do you have to be an officer?
- Trust
- Are the police happy with what they do?
- Do officer trust us
- None
- None
- Hope
- Truth

- None
- None
- Nothing
- Is it going to get better with young people and police?
- I don't have none
- None at this time
- How do you find a way of trusting police better?
- How you become police?
- The only question I have would be if there was a way we could have more people attend.
- That may be the right people that should be at these meetings will never be present
- The conversation should be longer
- More opportunities to connect the police and the community
- That the community understands what police experience day to day

*What's one important topic you like to discuss for an upcoming listening circle?*

- Nothing
- I would like to discuss the violence
- Trust
- Are the police happy with their job?
- More trust
- None
- Nothing
- Interim Cop trainees within community
- Government
- Continuing the conversations
- None
- Nothing
- Transparency and holding people of authority accountable
- Trust!
- Caring
- How can we basically gather and trust more?
- Basically gather together
- I would say just continue holding these meetings in this format
- More youth programs
- More conversation with a more troubles community (youth)
- Keep up the good work
- Continue open communication with neighbors and police

## Listening Circle 3 – Community Policing – Analysis

**Question Round One:** *“Community Policing is a strategy on policing that focuses on police building and working closely with members of the communities. Based on your concept/understanding of community policing, share a time when you experienced or witnessed community policing working or not working?”*

*“Well today on my way to school, the police pulled up at the stop sign and he waved to us. I thought that was cool.”*

### 1.1 Community policing in Amani

#### 1.1.1 Police seen in the community

Many participants underlined that experiencing or witnessing community policing working goes hand in hand with police presence in Amani, specifically when it comes to bike and foot patrols as they was identified as catalyzers for interactions in non-crisis settings, a point that has been brought up by participants since the beginning of the Listening Circles. The following two testimonies give more details on the reasons why this style of policing is strongly associated to community policing:

*“While on bike patrol in various communities I could engage in direct contact with residence. Not only did it assist me and partner[s] in establishing trust and effective communication, it helped when there were incidents of crime and with the help of residents, the MPD was able to apprehend and prosecute multiple suspects.”*

*“During the summer of 2017 I worked directly with Law Enforcement in a children and youth summer program at Sherman Park. The officers, both foot and bike patrol took time out to engage and in some cases participated in the low organized games with the children and youth in attendance.”*

The importance of police presence was stressed by several participants not only to facilitate interactions, but as a way to increase the level of safety in Amani, often considering short response time and crime deterrent through mere police presence. Again, the following two testimonies demonstrate the rational behind this idea, mentioned respectively response time and crime deterrence:

*“I have a child with special needs. During one of her episodes with seizures I called 911 and at least 13 officers showed up to assist me and my family prior to the arrival of the Para Medics.”*

“As a crossing guard this is what I do. I stand with a stop sign to ask cars to give the people a chance to cross the street. Many times, I see cars swerve around instead of stopping making it a dangerous situation for those who need to cross the street. I have seen an increase of police presence lately and that has helped a lot. [...]”

### 1.1.2 Small everyday-life attentions that mean a lot

When considering the testimonies of several participants, it appears that small attentions can mean a lot to the one that receives it, and very often shape a whole new imagine of not only the individuals involved, but a whole community (that is the working police community, or the resident community). Indeed, many testimonies entailed demonstrations of interest from officers towards residents, or from residents as a way to support the work of the officers in Amani. Below are some examples of such gestures:

“I have not personally witnessed community policing working or not working, except one day me and my classmates were walking home from school and two police officers just started talking to us for no reason. They were funny and it as a good experience.”

“ [...] I help a resident fix his car, I got to know many of the people in the neighborhood and I felt like I was and am a part of that neighborhood.”

“One time I was at the mall and an officer asked me where were my parents, I told him that I didn’t know because I had gotten separated from my mom while shopping. I was very upset and a little scared. He bought me some candy and he kept talking to me until my mom came to get me. He calmed me down, he was a good police officer.”

“I’ve had a couple experiences during some foot chases where business owners actually came out and helped with the apprehension of the perpetrator. They come out and tell us which way they went and I think it’s a good relationship to have.”

### 1.1.3 Attending community events/programs

Several participants specified that the attendance of both officers and residents to community events and programs that facilitate interactions and healthy communication was an important proof of community policing in action. Participants underlined all the good that can come from participating in such events, both for the person participating and the people around:

“This summer I got to do something different, from 36th street and Sherman & North to Center Street. I got the opportunity to talk with kids from that neighborhood. Meals on wheels were there giving away free lunches. I got the chance to talk one on one with local business owners about their concerns and got some of their problems addressed in the neighborhood [...]”

“I worked with seniors in an assisted living community and they invited the police to come have coffee with them so was called, Coffee with Cops. I like the fact that they invited the officers in. The officer even helped find their lost cat that they had adopted. You can have community policing with any age group.”

“I worked in the Promise Zone this summer, where we went to different areas in the city. I was not happy about stepping out of my comfort zone, but I did it. I introduced myself to the neighborhoods and got to know them. I found out the issues of the area and then dealt with them. [...]”

## **1.2 Challenges to community policing**

### 1.2.1 Rude behavior

A couple of participants mentioned having dealt with officers whose behavior was unpleasant, which created a situation where community policing appeared to be inexistent, as can be seen in this example:

“I volunteer for a clinic where abortions are performed. Each time we have contacted Law Enforcement to assist us with rude and belligerent protestors, we are met with disdain and out right rudeness, I believe this is due to the frequency of our calls and the officers assigned just get wearing in answering / responding to our calls for assistance.”

### 1.2.2 Staffing and manpower

A couple of participants underlined the problem of understaffing within MPD, an issue that plays a bit role in determining the number of officers available in each neighborhood as well as whether or not the same officers can remain in one neighborhood (to create a relationship with residents over time). Consequently, community policing can suffer from this current MPD situation, as explained by an officer participant below:

“[...] And I could change one thing it would be that each neighborhood would get the same officers in their neighborhood everyday so that the community would get to know and trust those officers. That’s what’s missing, and it is because we have a manpower shortage.”

### 1.2.3 No Community policing in Amani

Only one participant stated not having witnessed or experienced community policing in Amani:

“According to the definition, it is not what I have observed in Amani. Being the president of a community group, some police come to our meetings, in my experience there is no community policing going on in the Amani community because police do not show up at their own monthly meetings at least not the ones that are assigned our neighborhood.”

### 1.3 No problem/interaction with police

A couple of participants explained not having had interactions or problems with “community policing”.

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**Question Round Two:** *“As a resident/police officer, what are some of the elements that create effective community policing?”*

*“It comes down to communication and trust. Residents need to be more co-operative with police and police need to be more informative with residents.”*

*“Willingness to listen to others’ ideas and show great respect and listen. Exchange good thoughts.”*

### 2.1 Respect and communication

Several participants stated that both mutual respect and healthy communication were elements that, hand in hand, were vital for community policing to work effectively. Amongst the recommendations within these two concepts, participants proposed for police and residents to remain calm during interactions, with residents following instructions and officers not abusing their authority, avoiding “looking at all residents as being criminals”:

*“Some elements would be, police respecting residents and not looking at all residents as being criminals. And they would know that if they would be more open to talk with residents. [...]*

*“Communication is number one from both. I am a retired criminal defense investigator and I believe communication is the key for everyone involved.”*

Several participants used the Zeidler Center Listening Circles in Amani as an example of program that puts both mutual respect and communication at the center of police and residents interactions. According to several participants, such programs facilitate community policing by creating avenue for communication that can, with time, build a strong relationship between officers and residents in Amani. Below are some testimonies in which participants share their impressions on the Zeidler Center Listening Circles:

*“I think listening sessions like this will help, just listening helps me to understand.”*

*“I just think that more Listening Circles like this is a great beginning.”*

A few participants called for greater and more age-diverse attendance so that different parts of the Amani community can be reached and get the opportunity to interact with officers in a non-crisis setting:

“Places like this is great. But we must go out into the neighborhood and get more people to attend these meetings.”

“Effective community policing should have seniors here and other facets of the community should be a part of these meetings. [...]”

## **2.2 Trust for cooperation to take place**

Other participants rather focused on the trust that is necessary for cooperation to take place between residents and officers in Amani. Trust was truly seen as a must for community policing to work, as can be seen in the following testimonies:

“I feel we need better trust between police and residents right now. I don’t see enough trust and communication, lately the residents have refused to talk to us in some neighborhoods and they have been slamming doors in our faces. I want us to come to some agreement of cooperation.”

“Yes, I think we need trust. Police may come to your door for several reasons, they participate in community activities. We must build trust because they are not all the same, behind the badge is a human being.”

A specific mention was made regarding the need to keep an open mind and be willing to “think beyond your comfort zone”, as explained by these two participants”

“Willingness to think beyond your comfort zone, you can't develop a relationship without it. To experience different things, you have to be willing to go and trust.”

“Have an open mind and don't be resistant to going to different areas. You have to get past that. If you don't get past that you get stuck, individuals weren't expecting the friendliness of the officers.”

## **2.3 Engaged and accountable police and residents in Amani**

Several participants stressed that seeing both officers and residents engaged, and holding them accountable for situations in Amani were extremely important elements of community policing. For participants, this would raise the standard of what is deemed acceptable to see or experience in the neighborhood (more relevant for residents whose standards for intervention are much looser than the legal ones that are followed by officers), as expressed in the following testimonies:

“Effective community policing means that police are actively engaged with residents and business owners in identifying and stopping crime and robberies in the community. Some people don’t want to get involved; they don’t want to be a witness. The police cannot be everywhere at the same time. Residents must be more proactive in helping police maintain law and order.”

“We must start to hold everyone accountable if our neighborhoods are going to change into safe places to live and work. Everyone that has a stake in the neighborhood must be held responsible, business owners, landlords, homeowners’, renters and police. We must begin to be good neighbors again like in the old days when we cared about each other.”

Several participants further stressed the need for residents to take back their neighborhood, and truly develop a sense of belonging in Amani paired with a strong sense of community that would switch the mentalities from seeing situations taking place on ‘public property grounds’ as ‘no one’s business’, to ‘everyone’s business’. Cleans ups and non-violent crisis resolutions were specifically mentioned:

“What is frustrating for me is when outsiders come into the neighborhood to help clean it up but current residents see the trash and filth and just let it lay there. It’s our community but we all must pitch in to keep it clean and safe.”

“If residents would get along better and solve their issues without violence the police would not have to be called so much for petty differences. And when outsiders come in the neighborhood to start trouble, residents would be reporting suspicious behavior and police need to show up faster when they do to stop all of these robberies.”

## **2.4 New and Innovative ideas**

A few participants mentioned the need for new and innovative ideas to be applied to community policing, with one participant calling for a greater presence of MPD’s leadership figures, such as chiefs and captains:

“It’s a leadership thing, if the Chief and Captains were more visible in the community it would go a long way to restoring correct behavior from police officers and residents. Quality policing starts at the top and works its way down into the community.”

**Connected Conversation & Parting Words** – *“What do you feel is necessary for community policing to be more effective in your neighborhood?; “What can you as a community member do to protect and serve your community?”; “As a community, what is a specific step that can be taken to help get Milwaukee to the place of positive police/community relations?”; “What have others said in this conversation that triggers new thoughts for you?”*

*“Youth can help each other by being a leader and leaving them the right way.”*

### **3.1 Strong community engagement from officers and residents**

Participants further discussed the need for both residents and officers to feel involved and engaged in the community in order for community policing to work and the environment in Amani to improve:

*“Help our community by cleaning up the trash.”*

*“In the past we had stronger neighborhoods. We need neighbors coming together. We are not respecting that police officers anymore. We must get back to stronger neighborhoods. Speak with neighbors and police officers and more.”*

### **3.2 Youth, staying out of trouble, and Officers**

Several participants mentioned the youth of Amani, specifically when it comes to managing to ‘stay out of troubles’ and effectively interact with officers:

*“I believe teens should get to know the police officers better and then build trust with them.”*

*“I have two sons that I am raising and I am trying to get them to do the right things and stay out of trouble.”*

The youth participating in the Listening Circles were encouraged by one participant to use the opportunity and speak up for what they want, need, and hope for in the community:

*“Youth say you're not listening take this opportunity and time to say what's on your mind. If you don't think a police officer is doing a great job this is your time to speak up.”*

### **3.3 Outreach in neighborhood to raise numbers**

The need to see a greater resident attendance during the Listening Circles was noted by some, thus a focus on outreach and bringing the words out was seen in some of the connected conversations. Several participants exposed previous experiences in outreach for community programs, as well as how to approach residents who might fear interacting with the police:

“We did Police relations and patrols. We did 40 surveys in our neighborhood from Teutonia Avenue to Keefe Avenue Most residents were between the age of 18 to 70. We need to tell people about these meetings. Police are people and I back the badge, it is not a them against us.”

“We have to rethink our strategy of how to get people at these meetings. It’s unrealistic to think that we will get people to come to these meetings when they are scared of police or of being arrested for outstanding warrants etc.”

### **3.4 Respect and open-mindedness in conversations**

Some participants further developed on the topic of respect and open-mindedness, presenting them as pillars of healthy communication, itself an important element for community policing to work.

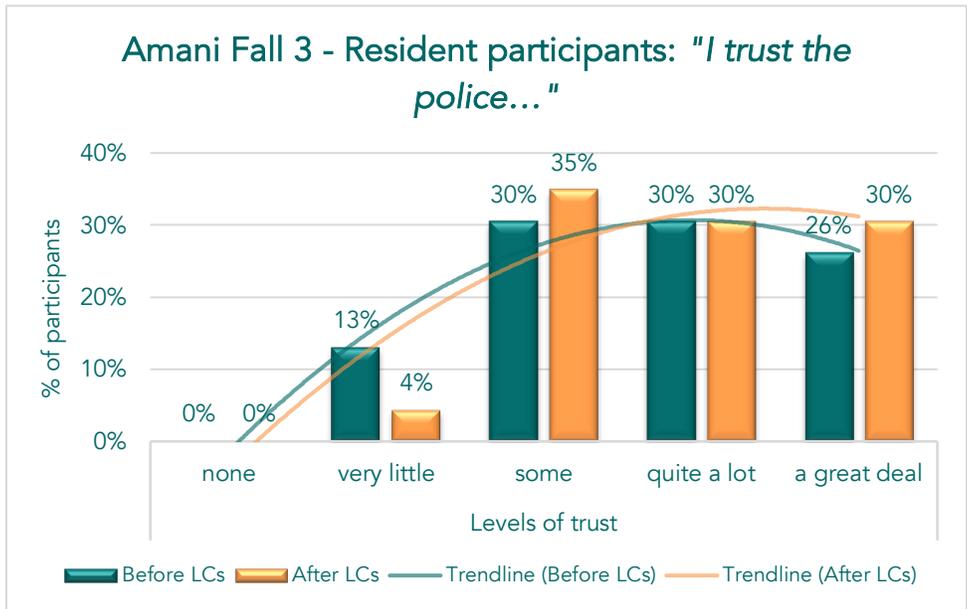
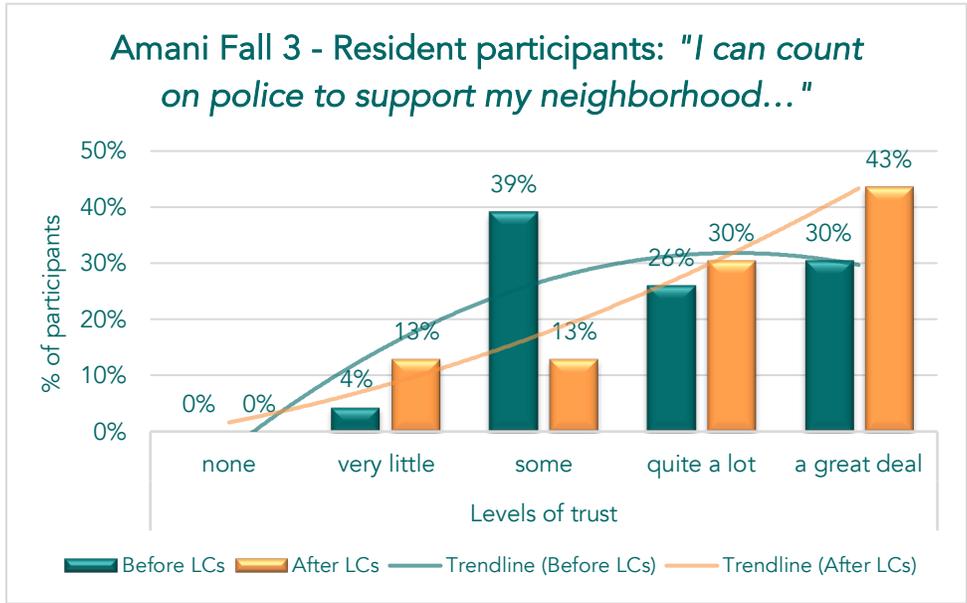
### **4. Parting words**

Parting words were very positive, with participants enjoying the open-mindedness of others, and the facilitation method used during the event:

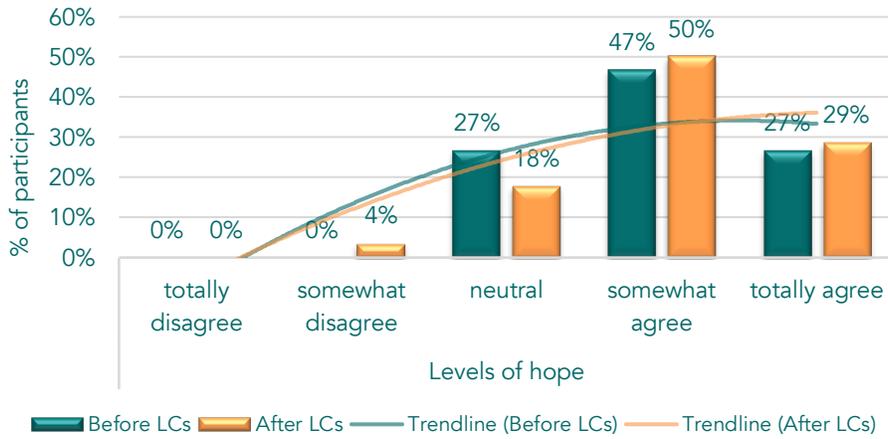
“It’s my third time participating, and these discussions are pretty good. It’s interesting to hear others perspective.”

Words such as “connected”, “bonding”, and “exciting” were used, underlining the tone of the third dialogue between officers and residents in Amani.

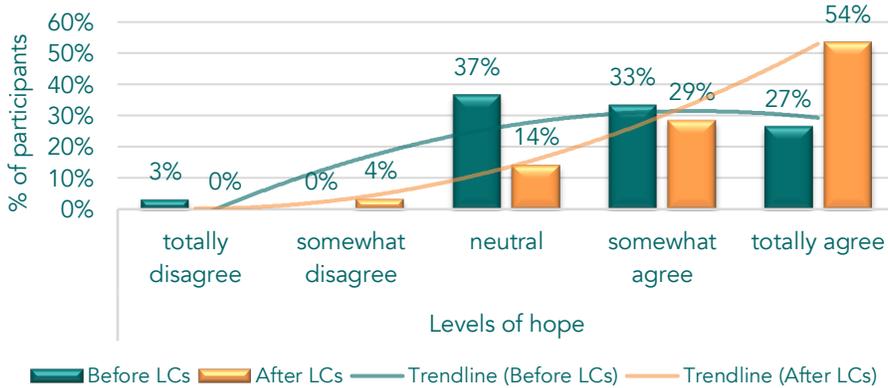
## Quantitative Data – Pre/Post Surveys



**Amani Fall 3 - All participants: "I believe community and police relations will improve..."**



**Amani Fall 3 - All participants: "I believe listening circles build trust between police and residents..."**



## Feedback Forms

*What was most satisfying or valuable about this experience, what if anything, did you learn about the community/police today?*

- Listening to everyone
- Talking to Policemen. They are pretty cool.
- Talking to officer
- Being listened to by adults
- None
- Learning from others in the group
- Good to be here with young people
- That they are good people
- Talking with the Police
- Everyone
- I learnt that police officers are not bad
- It was a learning experience
- Mutuality of respect
- That everyone shouldn't be treated unequal
- Police are good people
- Talking with other people
- People coming together
- Sitting down and having a conversation
- The opportunity to listen to one another
- All communication with the community and police help improve relationships
- Glad to be here

*What questions or concerns are you leaving with?*

- None
- What officers do after this
- Why do police call people?
- None
- Hour to get kids to talk more
- I understand all the questions
- None at this time
- Why are the questions above the youths' ability to grasp
- Why does the police help us?
- We need more people here
- The youth don't engage

*What's one important topic you like to discuss for an upcoming listening circle?*

- Beliefs
- Silence ...between Police
- Trust
- None
- What do our youth need to feel safe and protected?
- I can count on them
- How can we build a better place?
- None at this time
- Police staffing problems
- Do the police trust the community?
- Getting more people here
- Continue to have the youth involvement
- Don't allow people to skip

## Listening Circle 4 – Civilian Review Board – Analysis

**Question Round One:** *“Share a personal experience where you’ve witnessed the civilian review board make an impact on the outcome of a decision between police and residents; or an experience that you COULD have been helped by the civilian review board.”*

*“I think for some of the officers who were reviewed it turned out well. I personally think the review board is a good thing and they are appointed by the Mayor and results are either suspension or termination.”*

### 1.1 Little interaction with/knowledge of the Civilian Review Board (CRB)

Several participants mentioned not being familiar with the CRB and its work, or reported not having had any type of interactions with it, as can be seen in the following testimonies:

*“I am not familiar with the CRB. I have not seen police treat residents wrongly or unfairly.”*

*“I have zero personal experience with CRBs.”*

Consequently, several participants did not have experiences to report with the CRB.

### 1.2 Actions of officers or decisions of MPD cleared/condemned by CRB

A few participants reported having been a part of a case reviewed by the CRB, either as a witness, the person who felt had been wronged, or the person who was accused of a wrong-doing. Yet despite the different situations in which participant were involved, all report a positive experience with the CBR and appeared agreeing with the result that it presented on their respective cases. Below are some examples of participants’ testimonies:

*“I had to deal with the CRB once, I stopped a lady who became belligerent because she did not have her driver’s license. Fortunately my body camera showed that I was not abusive and behaved in a professional manner.”*

*“I served as a witness for a police officer who subsequently was fired by a CRB.”*

### 1.3 Situations during which CRB could have been of use

Some participants mentioned situations during which they felt the use of a CRB, either as a way to assess mental illnesses, to push for criminal investigations to take place, and to better assess difficult situations. Red Arrow Park, Tamir Rice, the shootings in Florida, and the unrest in Sherman Park were each mentioned once. Below are the testimonies of participants that are related to Milwaukee:

“Red Arrow Park-no criminal investigation.”

“The Sherman Park unrest would have been handled better in my opinion.”

#### **1.4 CRB seen as beneficial**

Despite not having direct experience with the CRB, several participants mentioned seeing the CRB and its work as beneficial for communities, especially to counter the “climate of mistrust between the community and law enforcement”, as can be seen in the following testimonies:

“I think that having a “Civilian Review Board” would be of great benefit to the residents of any community, no matter if urban or suburban. The act of involvement would benefit all involved.”

“During the current climate of mistrust between The Community and Law Enforcement, I think having a “Civilian Review Board” would be a good thing.”

Several participants underlined the importance of having opportunities for both officers and residents to interact, get together, and better understand each other, things that the board could take a part in:

“The fact of coming together with police and residents means a lot to me. The fact that police are coming together with young men says a lot.”

“Police and residents interacting in more things can have a much more positive note in our community.”

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**Question Round Two:** *“In 2018 what is one specific step the CRB could take to improve police and resident relations?”*

#### **2.1 Increase knowledge of both parties on each other**

Several participants underlined the potential of the CRB to enable both officers and residents/citizens to increase their knowledge on one another, to better understand each other and better communicate:

“Police and residents should come together at some point and explain their procedures.”

“More events where officers and the community come together to exchange ideas.”

One participant mentioned the idea of “form[ing] a board with residents and police.”. This participant explained why it could be beneficial for the community:

“Sit with community members so they won’t feel so reluctant to speak and to hear what the residents have to say. When police are called it always seems there is an attitude when they arrive. I think the residents in the community need to be educated in any given situation when police are called.”

A few participant mentioned the potential use of CRB for a better understanding of policies and trainings amongst MPD, thus calling for an exchange of knowledge between MPD and the CRB:

“We have to inform the CRB what our policies are. For example we have been trained to shoot to kill. We have to remember what it’s like to be in the community.”

“Increase the communication training for police officers.”

## **2.2 Honesty and transparency**

A few participants suggested for a focus on honesty and transparency for the CBR, namely for parties that are at the table for better understanding:

“Stay honest between both review board, civilians and residents.”

“I feel there needs to be more transparency between both parties at the table explaining rules and regulations to the community so that the communities can have more accountability.”

Furthermore, a couple of participants called for the CBR to stay away from politics in order to limit the biases:

“Leave politics out of it CRB’s. We have too many biases in determining policies that effect police.”

## **2.3 Other considerations**

A couple of participants mentioned a will to see an improvement in communication, either through the selection on a community member or a special unit:

“I feel there needs to be a special unit to deal with complaints to improve communication.”

“I think there should be a member in each community and should be an elected person hired to communicate. They would be responsible for forwarding the information.”

A few participants mentioned the need for the CBR to increase its visibility, while a couple of other participants shared feeling that the CBR was not a relevant topic for the Amani Police and Resident Listening Circles:

“CRB’s should become more visible in the community and tell residents what they do.”

“These questions really have nothing to do with the Amani neighborhood or police/resident relations.”

**Connected Conversation & Parting Words** – *“As a community what is a specific step that can be taken to help get Milwaukee to the place of positive police/community relations?”; “What have others said in this conversation that triggers new thoughts for you?”*

### 3.1 Inclusion of youth

A considerable number of participants mentioned the need for the inclusion of the youth on CRBs, as well as the need for a general focus on youth and officers relationship building:

“We (youths) should be allowed to sit on CRB’s.”

“I believe teens should get to know the police officers better and then build trust with them.”

“I believe we need to start earlier with the youth becoming familiar and knowing about the work that police officers do.”

### 3.2 Trainings of officers and residents

Several participants mentioned the training received by officers [and what could be added], as well as the training that residents can get at the Citizen Academy:

“Speaking on shooting to kill, that is how we are trained. That’s what we are taught. Most, if not all of us have been trained by FBI agents so this is how we’re taught.”

“Training to address bias and profiling.”

“Civilian Training [citizens academy].”

### 3.3 Will to improve police-residents relations and communication

A few participants shared their will to improve police and resident relations and communication, focusing on the humanity of both residents and officers, and the practice of empathy:

“I am human I want to get along with people in the communities.”

“It is our duty to protect and serve we have to communicate better with residents and one another.”

“The practice of empathy.”

### **3.4 Comments on Listening Circles**

Several participants mentioned the Zeidler Listening Circles, underlying the benefits for officers and residents. Some participants called for the continuation and the increase in frequency of the listening circles, and one participant called for increased attendance by residents:

“I want to see police and residents continue with discussions and gatherings. They are helpful between the groups.”

“We need more participation by adults.”

“I think the listening sessions are helping make a difference because now when we see the officers we can put a name with the face and our communication skills are developing.”

“I think the listening circles are great and I wish they could continue on each month and each week in several neighborhoods.”

### **3.5 Block Watches and Block Clubs**

A few participants mentioned Block Watches and Block Clubs as good examples of community policing, while one participant shared concerned about whether the idea of community policing works in practice:

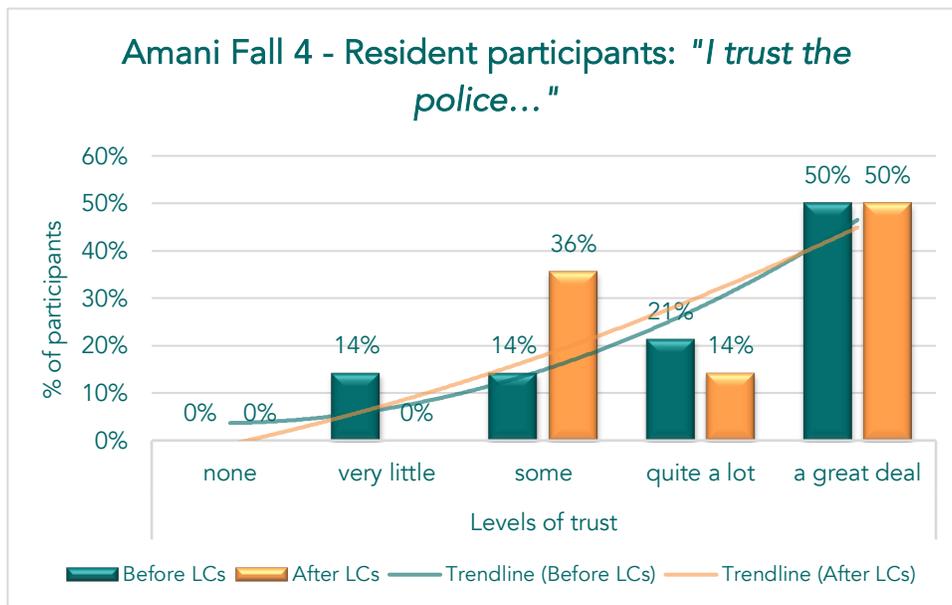
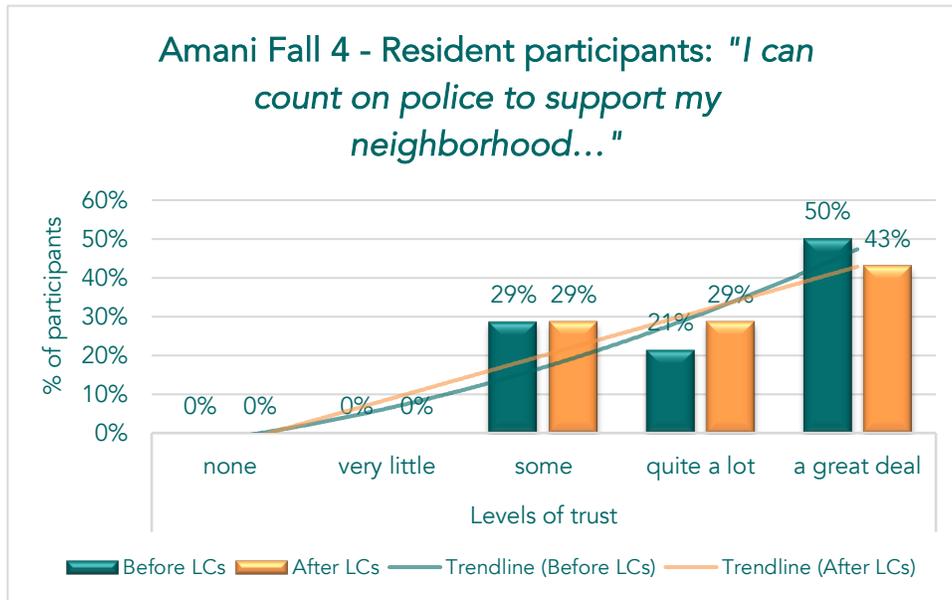
“Block Watches are huge to community policing: My example of how community working with the police turned the outcome around for the corner and Mothers Foods in the late 90’s and early 2000’s. It was effort that included the district and the community inside and out.”

“I don’t think community policing works, I see it as something negative.”

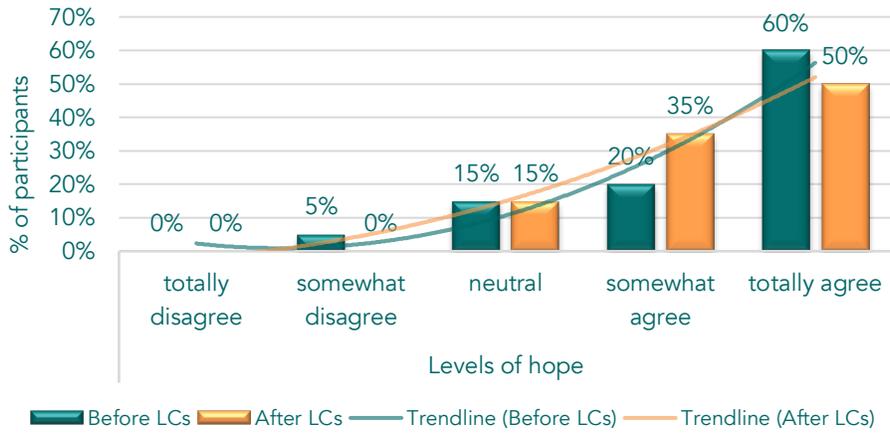
## **4. Parting words**

Parting words were positive and hopeful overall, with participants underlining the need for officers and residents to interact during non-crisis settings. Words such as “Inspiring”, “Relieved”, and “Hopeful were used”. A couple of participants shared their concerns regard obstacles to positive changes, and residents’ views of police officers.

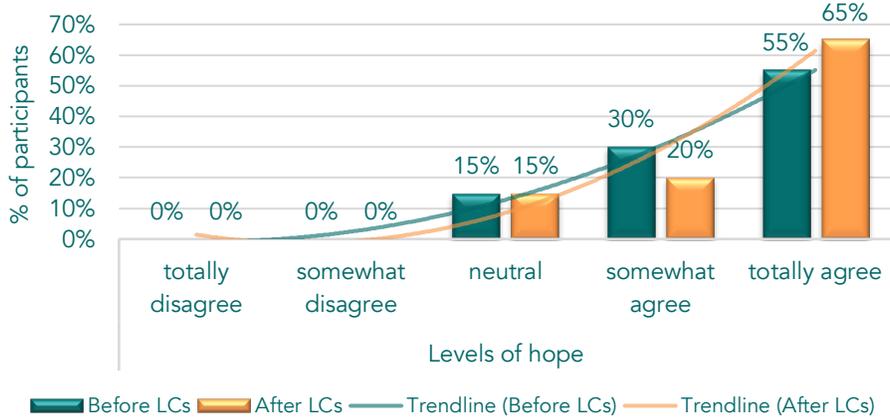
## Quantitative Data – Pre/Post Surveys



**Amani Fall 4 - All participants: "I believe community and police relations will improve..."**



**Amani Fall 4 - All participants: "I believe listening circles build trust between police and residents..."**



## Feedback Forms

*What was most satisfying or valuable about this experience, what if anything, did you learn about the community/police today?*

- Hopefulness
- Informative, emerging, approach to community issues is a great idea
- Understanding each other
- They are for
- Learn how talk to the police and other people
- We got to interact, Police live normal lives, like us
- I learned that people can be happy
- Police involvement with the community that they are there for our safety
- I got to learn about police and the civilian review board
- Diversity – Unity – Understanding
- Speaking my mind
- Hearing about the stolen cars
- Hearing others perspectives
- A lot of good questions were asked. The community don't trust the police
- Listening to the community
- Need more community involvement
- Interacting with the community

*What questions or concerns are you leaving with?*

- Continuing the conversation
- Will the civilian board actually happen?
- A good out look
- None
- What was the most dangerous thing that the police have ever did?
- God
- Community safety
- None
- No questions – great experience
- Is communication good
- Not at this time
- None
- None
- The community should trust the police
- NA
- Need more adults involved

*What's one important topic you like to discuss for an upcoming listening circle?*

- Civilian review boards
- Civilian learning more about policy policies
- More talking
- None
- How are the police going to do better in 2018?
- How peace was before they joined
- I will like to visit one of these oxford training class
- I am not sure
- Fair
- Community
- Not at this time
- Review board
- The police and community has to work together
- More officers and people at the meeting
- Continue the listening circles. Greater community attendance

## Listening Circle 1 - Annexes

**Question Round One:** *“What has been your experience with the concept of ‘protect and serve’?”*

*“Protecting the people in the city means, to me, helping throughout the city.”*

### 1.1 Residents’ protecting and serving

#### 1.1.1 Protecting and serving one’s family

- I guess I was serving in the household by doing my assigned chores and being consistent at school, with respect to going, being on time, and getting good grades.
- I have smaller siblings and I was charged with protecting them in school and on local play areas. My parents insisted [even though my peers used to hate it when they tagged along] that I keep them with me and to keep a watchful eye on them. As I reflect on my childhood, I was serving our entire nuclear family by adhering to the concepts of ‘protect and serve’.
- All the way through elementary, intermediate school, and finally high school I was instructed to protect my two brothers and one sister.
- I protect and serve on the bus and throughout the school. I protect the children from getting hurt and make sure my brothers and sisters do the right thing.
- Keeping my church family and peers safe is how I protect and serve. I play a key role in making sure my little brothers and sisters, and my younger cousins are doing right. Also, I protect and serve them by helping out with homework, and making sure they get it done.
- I do it by protecting my little sisters and cousins, keeping them from harm, cleaning up my neighborhood, and giving the homeless money to get something to eat.
- I guess the way I was raised with the idea of protecting not only my sisters, but any female that is experiencing violence or disrespect, especially in public.

#### 1.1.2 Protect and serve community through volunteerism/participating in neighborhood organizations

- I protect my brothers and sisters and serve through my volunteerism through my church home, Hephatha Lutheran Church.
- I love serving my community by volunteering and helping with community organizing in my neighborhood.
- Protect and serve. Make one feel safe and having their needs being met. I feel safer in the church or the faith community more than the police community.
- Protecting neighborhoods, basically, my neighborhood. I lived in this area for over 40 years. I always watch, caring about my neighbors more than myself. I happen to be the neighborhood block watch captain, so my eyes and ears are always wide open. And officers come, and they do serve in our community as well.
- I protect people, like my church family. I serve by showing them directions, and by helping them with everything they need.
- I see it as respect for the person who needs help. Protecting and serving is a commonsense thing for each of us in the community.

## 1.2 Officers' narratives on "protect and serve"

- My thoughts as an officer is to help the community in any way I can. It is becoming more difficult based on the needs and number of officers available.
- I've worked in the department for 23 years. When we answer a call, we go into it with a mindset of protecting the physical well-being, social well-being and property of residents in the community. We have multiple things to do simultaneously; first we must identify the problem/issue. If there is eminent danger we must address it first so that residents, and individuals of interest are safe from harm. Then we must gather information as quickly and efficiently as possible to preserve the integrity of the crime/scene for evaluation and decide if a crime has been committed. Many times the residents in the immediate area are hostile toward us and uncooperative as witness. But we must remain professional and try to communicate with those that are involved in the incident to the best of our ability. I personally try to keep people informed as I gather information, at times that is not as easy as I would like it to be but I make sure that I communicate to residents and criminals what is going to happen as the information becomes available to me.
- It's embedded in me to protect and serve whether my family, the community, my parents, etc. I took an oath to serve. I try to do my best not to pass judgment. There are times when I have to take authority, and there are other times when I have to use a softer approach. I have to give people the benefit of the doubt because I took the oath. The safer it is for everyone else, the safer it is for me and my family.

## 1.3 Witnessing professionals 'protecting and serving' the community

### 1.3.1 Professionals doing a good job

- I experience the concept watching the Fire Fighters come and do fire drills and teach safety at the school.
- My personal experience is non-existence because I haven't had any contact with police in a negative way. Some people don't like the police just because they got pulled over by police. And they get mad because they have gotten caught and don't want to go to jail. Some people act that way on purpose. But people must realize that 'protect and serve' is more than a slogan, to police it is a calling, it is something that they get up to do not just to get paid but to make a difference in the community.
- My experience with an officer serving is during a community event and a small riot broke out and became a hostile crowd. Officers came in and serve the victim as well as arrested the suspects, calmed the crowd, separated people. It turned out ok without any more hostility and rage.
- I have two different views. I enjoy talking to the police in my community because there are few that I know by name, and they know me by name. I felt, before I became a police officer, the same way people in our communities feel. All I remember coming up as a youth was seeing the police escort my father from the house. After becoming a police officer I saw the other side of how we protect and serve. The slogan "protect and serve," I'm not sure that is our slogan. It has changed a few times since I've been on the force, and it has changed the second half of my life.

### 1.3.2 Officers failing to protect and serve

- I feel that most police are good police and do their jobs very well. But there are some bad ones too and they give a bad name to the good police. Why don't the good police arrest bad police to keep the residents safe? It is important that good police keep residents safe from bad police. There is no one else that can do it.
- I think that the police are always on the news for shooting some kid. People are angry because police are committing murder without consequence. My generation is scared but we want to be respected by the police too, not shot down because I exercise my rights as a citizen to not share information just because police have a badge. To me that is not "protect and serve".
- I expect officers to serve and provide a community free of crime and discrimination. I had an argument with a family member over money. Instead of trying to calm the situation, they [police] assumed I was irate. I was handcuffed and taken to jail in front of my children. It's important to get to know the situation and residents before reacting.

## **1.4 Protect and serve together**

### 1.4.1 Calling Law enforcement to protect loved ones

- I had to protect my daughter who was in crisis, when our family found out she was in a very bad relationship with a man who was violent, verbally and emotionally abusive to her. For the past 14 years this man has made it his personal vendetta to make my life a living hell. In my small town, I have enlisted the assistance of local law enforcement to assist me with restraining orders, etc. I have been to court on numerous occasions to challenge civil law suits that this individual has brought against me, personally. I now am witness to how our civil and legal system is indeed; broken and cannot serve properly.
- My experience is watching the police serve and protect the community. Keeping the peace and keeping us safe.

### 1.4.2 Difficulties protecting and serving together

- Since I have been here all of my life, I have experienced both sides of police contact. Good and bad. I've had my problems with the police, there was one time when my property was said to be becoming a nuisance's property in the neighborhood because of me calling the police too much. But I feel that if I am having a problem that I am supposed to call for help. If I see a crime in progress I call the police. So one day I witnessed thieves breaking into a neighbors and I called the police. When they arrived the actually accused me of being the burglar that was in my neighbor's house. That is why many residents do not want to testify because police show up being abusive and not listening to the witnesses who only want to do the right thing.
- Many times, there is no mutual understanding, there are times when I may want to report suspicious activity, but I do not want the police to show up at my door. There are times that residents want to help but remain anonymous. I want to be involved in my neighborhood, report crimes and etc. But I don't always want my neighbors to know that I've working with police and supplying information that could come back to haunt me in retaliation.

**Question Round Two:** *“In your experience does the Law Enforcement slogan ‘protect and serve’ have relevance to you? If so; what is it and why? If not, why?”*

## **2.1 What is the slogan?**

### **2.1.1 Keeping people safe regardless of their behaviors**

- I have witnessed protect and serve. My mother was stopped recently by a law enforcement officer and it was only a routine traffic stop. My mother became upset, because she knew she had not violated any rules of the road, she became belligerent, when the officer approached the car, however; he only wanted to inform her that her rear axel appeared to be in ‘abad way’ which as it turned it was. When my mother took the auto to the mechanic, she informed her that if the officer’s stop had not brought this issue to her attention, she, more than likely would have been involved in a bad accident.
- There was a recent shooting incident in my neighborhood, involving my brother. The police arrived at the scene and insured his safety, while other officers assigned to the incident sorted things out.
- As an officer I try to treat everyone the same no matter which side of town I serve. My son had some bad experiences with the police because of poor communication so I make it a point to do better and be better as an officer. I’ve learn you can’t personalize the situation when people are angry and yelling because most times it’s not me that their mad or angry with.
- There is a misnomer. To protect and serve make me feel safe in the community, although there are needs that need to be met by both police and community. Yes, it had relevance because they protected us over the summer.
- Protect and serve has been very important to me in my life, especially as a mother raising kids. I’ve had to call officers to my house to resolve a situation with my kids. They put their guns down and spoke to my children man-to-man. That child went on to college and success! That officer was one I had an issue with years before.

### **2.1.2 Keeping the neighborhood safe by patrolling and arresting people causing trouble**

- My brother, recently was involved in a shooting incident and weapons were brandished but not fired. When the officers arrived on the scene the parties that started the incident were indeed; arrested and prosecuted. My brother was let go because he had a “Conceal & Carry Permit” no charges were pursued by The D.A. ’s office.
- I believe that police “protect and serve” For instance someone is getting beat up and an officer have to use force to stop the battery to someone. But the perpetrator does not want to stop and the officer must use harsher methods to get the person to stop. If the office is to do his job, it will be on an incident by incident basis. The question is how much force is too much force and how can police in the heat of the moment know what that is when people are being resistant? It’s a very slippery slope.
- Yes, I feel protected by the police because we had a bomb threat at our school, and the police came in and kept us calm, and escorted us out of the school safely. It was a sight to see them in action with their equipment, and their riot gear.

- Police officers have given me a whole different outlook on what it means to protect and serve. There was an incident in my home and the police were called. They came in admirable time and calmed the situation down before it got out of hand.
- I say yes because when my mom let my cousin live with us he kept trying to put his hands on me, my sister and my mother [to fight with us/do us bodily harm]. The police came. They said if he won't stop they'll take us to a place to protect us where he can't put his hands on us.
- When I see officers in my community walking a beat and cycling through the neighborhood I see that as a form of protection.
- Yes, I think it is very relevant to me with me thinking back when I was growing up on 17th and Hadley. I remember the police walking through the neighborhood and talking to the people of the community. I have had them come and help at my house and down the street at my neighbors.

### 2.1.3 Serving the community and keeping elderly residents

- In my employment I work at a long term care facility for the elderly and on some occasions I have seniors in the facility and in the neighborhood get lost and are unable to get their bearings to find their way back to safety. Our first call is to law enforcement to assist us in searching for the lost party[s] they are please to assist, each time we have made that request.
- I've had police officers help me across the street. I have never had any trouble with the police, I think they do a fine job. They have a hard job.

### 2.1.4 Respecting the other and treating people fairly as important part of serve and protect

- Part of my job unit (school squads) I work mostly with juveniles and respect is a huge factor. If you can relate then communication is more effective. It's about listening, talking and respecting the juveniles and taking into consideration that a lot of them are going through things at home and in their neighborhoods, etc.
- It relates to me because at school on the first day we had to sign a contract to protect our education and ask our teachers for help about things we don't know how to do.
- For me, it has good qualities. For example, I have situations when I've been in the police face [in other words, when I've been before police officers]. Some calls were bad, but most were good. I believe I was treated fair. They came and analyze the problem and see what they can do to help solve it. Communication was the key for me to help, and to do what they asked of me to do.
- How it has to do with me is how I act, and how it teaches little kids to act and stay out of trouble.

## **2.2 Police officer as more than a job – Police officers as human beings**

- In my job I see officers who just view it as a job [a paycheck and nothing more] however; my father used to view his job as a law enforcement officer not as just a job. . . but as time went by he had developed a passion to protect and serve.
- It's not our slogan. It's relevant. I shouldn't be doing this job in the community if people are not feeling safe when we are doing our best to protect and serve. I am just wasting my time and tax payers money if I am not protecting and serving.
- I can't say anything negative about the police, and what they do. They have been good to me. I never had any problems with them. They are people just like us.

- The slogan is very relevant. I would like to hope that people can govern themselves, but often they don't, so we need guardians over the city, which is basically what police officers do so that everyone can have good days and not be victimized. In my experience as an officer, there have been too many situations when officers go out day-to-day and do their job, but don't take care of themselves. We still battle our own demons at home. We aren't always perfect.
- Any other person just wants to do their job, make sure they're not doing harm or wrong to others, and just do what's necessary to keep it safe.
- I feel like I stand for that slogan. I gave a ride to a kid just the other day after school. And I've seen fellow officers do the same thing. I have seen officers that have done wrong on the job and I call them out on it every time. When I find it I speak up because I realized that our city needs honest hard working police and our reputation is only as good as our last interaction with a resident. I speak up because of this slogan and I believe in it, it is my reason for doing this job. I've helped people change their flat tires and even gave money for bus fare to a kid to get to school. I believe in this slogan, and I would like all residents to know that all police do not think alike. Most of us are doing the right thing all the time.

## 2.3 Difficulties with protect and serve

### 2.3.1 Problem of definition

- First of all I have questions on the slogan. What does the definition mean for police and what does it mean for residents? If there is a difference between what resident and what police think it means, how do we reconcile it? For instance, for police is "protect and serve" defined only as "for all crime"? For residents does it mean that if they are late for a meeting or to get home, police will give that person a ride so that they may be on time to their destination? I don't mean to sound trivial we need to revisit the slogan and define it clearly to residents and for police so that everyone knows what the boundaries are.
- The police definition of protect and serve versus the lay person does not meet the standard, and that's all I have to say about that.

### 2.3.2 Different standards witnessed

- I don't remember the last time that I had to call the police, I may have never had to in truth. But I know that my cousin had to call them and the police took a long time to get there. By the time that they arrive the situation was over. When people call for help, why does it take so long for help to arrive? It's almost like a catch 22, when you need the police they won't come quickly and when you don't need them they show up and try to arrest you and you called them. It's crazy.
- Say that I see someone get shot in my neighborhood. Police will not respond quickly to gun shots fired. In the 53206 zip code, officers do not respond quickly. I heard a shot and when I got to the street I saw a man down on the ground. I called for the police personally and they took a long time to get there. The paramedics were got there quickly but not the police. That's wrong!

## 2.4 No relevance

- It has no relevance for me because I have had no contact with the police personally. I do see how they treat and talk to other people and how they talk to the police; I believe that everybody should say what they mean and your actions should match what has been said.

**Connected Conversation & Parting Words** – *“What can you as a community member do to protect and serve your community?”; “What have others said in this conversation that triggers new thoughts for you?”*

- There is a line that people shouldn't cross. What is 'protect and serve' definition?

### **3.1 Do good in your community**

- During the walk through today I noticed many open lots where houses were. I think we should turn these lots into playgrounds so that we don't have to walk 5 blocks to a large one and be harassed by the homeless and others as we attempt to play.
- I think we need to get to know each other better. When I lived in Atlanta, we knew our neighbors and thus we had a better sense of community. We also need to respect our elders in the community.
- Everyone has a responsibility not to hang out with the wrong people. We must choose our friends wisely and be ready to stand up to a friend when he or she is wrong.
- I'd like to encourage the young fellows to keep doing good. Even though you may not see it, it will work out if you keep on going. Problems don't always last. Things will get better. It really helps to do good.
- It's an inspiration to see kids who want to do good. Get involved in the community and know your resources for when things get bad.
- During our decision-making process a voice comes up in us that tells us to do or not do something. Always go with that gut feeling.
- I think they are doing a better job getting the drugs off the streets and getting the drug dealers. They get the bad people off of the street and it's helping things to get a little better.
- There are times when you will have to make a choice between allowing something bad to happen or be the change and stand up to bullies and aggressive people. When I see trouble happening, I try to stop people from going there. I try to talk them out of doing something wrong.
- I feel all of us have a great responsibility to "protect & serve" our community. All we can do is call the police and let them handle the crime and we should handle our neighbors and friends by setting and agreeing to boundaries in our neighborhood "what we will allow and what we won't allow" that helps us to eliminate crime.
- Regarding the youth, what does the church do to help with our youth problem? We have young men groups, and a time of humble reflections. Police officers have the same concerns as us. They also have to teach their families life lessons, and we fear for our children just like you do every day.

### **3.2 Create channels of communication between officers and residents in Amani**

- We have problems with everyone talking in the community and not enough listening. Proper communication and dialogue is a must in this community.

- I think it boils down to the level of respect that the officers are given in any situation. I believe both sides have to listen to each other, ultimately the officer knows the process that must be completed.
- I feel good about what the police are doing and I realize there are a lot of things we don't know that goes on and has to take place to complete the process and communication is key.
- Residents and police must be on the same team if we are going to be successful to save our city from all of this violence and lawlessness that has gotten out of hand.
- I feel there should be more time for us to talk in the neighborhoods and schools.
- So people must be willing to work through conflict without getting violent. It's just too much violence going on.
- Sometime people are scared to answers questions by the police. Because the police try to force you to testify against people that you know that many times, those people are bad people. We just need to stand up for that is right, but peer pressure is real and they know what their friends will say. "You Snitch" and "Snitches get Stitches".
- I try to stay away from police because my voice carries, and people think I'm yelling, but I'm not.

### 3.3 Difference between circumstances in one community and another

- I come from a very small community we never had someone get shot and killed. It was not until I started working with youths at Hepatha Church (in the confirmation program) did I realize how different our communities were. I like to protect and serve this community.
- I've never had an occasion to deal with the police. I don't see the police in my community that often.

## 4. Parting Words

- Positive
- Involvement
- Effective Communication
- Inter-Generational
- Respect
- Acknowledgement
- Productive
- Reassuring
- Interesting
- Every officer is not the same. We have good officers and bad officers.
- Officers are just like us. They have the same concerns. The community are surprised sometimes at what we do.
- This was good. I'm grateful that I had an opportunity to speak with residents about common matters, and for us to talk and humanize each other.
- Yes, these talks are good.
- Thanks for doing this for us. You [the facilitator] did a good job, too. Thank you.

## Listening Circle 2 - Annexes

**Question Round One:** *"Tell a story about a time it was either easy or difficult for you to establish trust with a member of law enforcement/community."*

### 1.1 The times it was easy to trust...

#### 1.1.1 Thanks to taking part in joint events

- What is your concept of the word TRUST, and how can we increase trust between law enforcement community? I attended a police picnic and spoke to officers and found out that they are everyday people. Understanding and spending time with them help me to understand this. [seeing that there are commonalities in the lives of residents and officers]
- Besides police and resident listening circles I have not had any interaction with law enforcement.
- It was easy because I was involved in work ministry here at church and I sat with officers and got to know them and we had a lot of fun.

#### 1.1.2 Because of knowing personally others/officers

- When I was a kid I did trust the police. All my friends were in trouble. They did bad things all the time. I met a police officer from a friend of the family that mentored me. He took me to Baseball games, Basketball games, etc. I have been a police officer now for 21 years.
- Personally, I have not had a problem with law enforcement. Before I retired I had to build a quasi-relationship with Milwaukee Police Department (MPD) and I found most police officers helpful and supportive.
- I have always trusted law enforcement and I am now in training [first step] working as a police ambassador and plan on entering the police academy.
- I talk to everyone people as just people. No bad things I pray and wish the best for everyone including officers. I feel sorry for the new candidates coming into the police profession because they don't know what to expect. I want to see officers patrolling more and more in the neighborhoods getting to know the community because that helped in the past.
- Everybody on my block love dogs people and we all have a dog. All of us get along very well and we look out for each other. One day my dog bolted out of the house and into the street and none of us noticed it. He's a little dog, and he almost got hit. But my neighbor saw him and called to him and got him out of the street. I trust my neighbor, if something happens I know that my neighbors are watching out for me.

### 1.2 The times it is challenging to trust...

#### 1.2.1 Due to one's negative/bad expectations or previous encounters

- I have had the experience of dealing with officers in a formal and a more structured environment. Personal interaction is the most difficult I find. At this day and time, I would hate to be a young person who has to interact with officers. I would agree that day versus night can jade a person who has to police the community.
- My interaction with police have been positive, I want these girls to feel the same way. I would like for people of color to not be harassed and profiled just because I think that racial profiling is wrong. I was stopped by an officer on the north side of town to tell me that my headlights were

not on. I didn't feel threatened or uneasy with this encounter. I felt protected. I can only imagine how young Black men or people of color must feel when they get stopped for the same thing that I got stopped for.

- As a veteran of MPD I have to watch my disposition. I am beginning to expect people to lie to me. I wish community members would become more comfortable in calling us without fear of reprisal. Personally, I want to get drugs and guns off the streets.
- At my old school, a boy came in with an attitude, he got suspended for acting up I tried to calm him down but he would not he just kept being bad. They were going to call the police because of his behavior and I got scared for him.

### 1.2.2 Because an interlocutor is not nice/not willing to help you

- I had a senior citizen in my presence when I attempted to gain access to the 3rd district police station. She is an icon in The Black Community and is 80 years old, has a PhD. The reason I was escorting her to file a complaint due to vandalism of her property. When we approached the main entrance, there were a quite a few physical barriers to gain entry. When we finally gained entry to the lobby area, we encounter a police Sargent who refused to direct us to the proper personal/area to file the complaint. He was clearly in a bad and foul mood and belligerent. He refused to assist us, by offering the excuse that he and his partner were on their way to a violent incident that involved a weapon. I from that point will and still do have a difficult time trusting local law enforcement.
- I was in a federal office building and trying access the location of the rest room and encountered a law enforcement officer who was just an angry person and he refused to acknowledge my presence and acknowledge my request.
- I did witness on the way to school my friend give the police who was passing in their car the "middle finger" and uttering a profane phrase (f the police). They pursued my friend to the school and his mother works there and he requested that she be brought out to speak with these officers who were interrogating him harshly. It will be difficult for me to begin to trust the police.
- I was at school, and I was late for class, and my teacher sent me to another teacher because she said that I was distracting. I felt like the teacher was picking on me for no reason. I feel like she just didn't like me because other kids be late too, but she didn't send them to another teacher.

### **1.3 During crisis situations**

- I work at night and I don't get to see a lot of positive or good people while I'm working, but I had an experience where I was chasing a suspect and I got hurt. My head was busted as I pursued the suspect and it required me to have staples to be put in my head. To my surprise residents came out and gave me towels and stayed with me to help the bleeding. I caught the suspect also and he turned out to have a fake gun.
- There was a girl being belligerent at school and she was trying to fight a friend of mine. She thought that because I was friends with the girl she was mad at that I was going to jump into the situation. She told some other girls that I knew but had no beef with but they were trying to get me to become involved with their foolishness, but I kept telling them that I was not involved nor did I say anything that could be used against me. I also told them that I was not going to let them all jump on my friend. So I told a teacher and she was able to get the conflict resolved.

- While patrolling I noticed a group of African American men blocking traffic, playing loud music and engaging in disruptive activities. As I turned down the block they began to run to their cars and dispersed. Before I departed residents came out and thanked me. They said that for the past several days these men had been loud and disrespectful.
  - I tied my dog to a tree and left to play with some friends. When I returned the dog was gone. A police officer sometime later returned the dog. I was thankful and happy he did that.
  - I use to be on the Truancy squad and we encountered a kid, who was skipping school, during our questioning of him he became belligerent and physically hostile. So my partner and I had to restrain him and I stepped in a small hole and we all fell. Then a neighbor came out side and said that we were abusing the kid. He called us all kind of names and he was going to call the police on us. We told him to please do so.
  - The story I would like to share is that my partner and I were in pursuit of a suspect through a neighborhood. We apprehended him attempting to enter a home that turned out to be his relatives. The relatives had no idea that their relative was just involved in a crime. . . we, my partner and I had a challenge to explain why we were apprehending their relative. They did not immediately trust us and we did indeed; have a hard time establishing trust.
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**Question Round Two:** *“What is your concept of the word trust, and how can we increase trust between law enforcement community?”*

- I use an acronym: T-truth – R – respect – U – understanding – S – Safety – Transparency Now faith is confidence in what we hope for and assurance about what we do no see yet manifested.

### **2.1 Trust = to believe (in) or be able to believe (in) someone ('s word)**

- For me trust means to believe in someone. If you get in trouble people will know you didn't do it because they trust you. You would know that as a person you wouldn't do that. We can increase trust by not doing anything wrong or to harm others.
- I believe trust is having faith and belief in people seeing the good in anybody and don't think that they're bad.
- To me trust means putting your belief in someone. The community needs to stop fighting the police and the police need to clean up their own house. Bad police are giving good police a bad name, and they are causing residents everywhere to mistrust the police. Also; residents must start to treat each other right because police are only coming to bring order to a situation that has gotten out of order/control. If residents will solve their own problems peacefully police will not have to be called to bring order.
- Some people in authority need to start telling the truth about situations that happen. I have a problem with authority figures who lie and try to cover it up. How can I trust someone that I know is lying?
- I think that trust is based on your word. I struggle with trust. I know that things happen that are false and people lie and make it sound like the truth. People in authority who are supposed to protect you many times are the ones that are hurting you. Especially in law enforcement.

- I believe that “trust” is the act of believing that someone is telling you the truth about a particular situation or event.
- Do what you say that you are going to do. People will trust you when you do what you say. We are all community members, police are not separate from the community we are all in this together. I try to keep my word to anyone that I’m dealing with at work or in my private life. If I say that I’m going to do something, but don’t do it, you will not trust me nor should trust me. So I try to do what I say that I going to do. My word is my bond. We as a department must be more accountable as police to this community. We need to really listen to each other.
- By telling the truth to officers when they ask us questions. We need to talk to one another about community concerns. Let’s tell the truth about a situation even if you know the person who did the illegal act.
- P.O.’s use to walk the beat/neighborhood. They gave out cards to us and appeared to be more community oriented. Honesty is a key ingredient to things getting better. Our society has become too violent. Let’s trust one another and work together to solve problems.

## **2.2 Not being scared of the other/to show one’s true feelings**

- Trust means to me that people act not scared of each other. People should stop being violent towards each other.
- [We need to have] residents not be afraid of the police.
- My definition of trust. . . is being safe and experiencing lack of fear of a person – place – situation
- For me Trust is. . . being safe and confident.
- Loyalty and alliance with someone and being able to share information with that person without them sharing it with everyone else.
- Trust for me is openness and being vulnerable with our words emotions and deeds

## **2.3 Being there for one another**

### 2.3.1 Mutual respect and similar values

- Having faith and willingness to believe there will be mutual respect.
- Trust for me means believe in the good and others respect and values.
- Trust is a two-way street. It is difficult to trust someone who just called and reported something.

### 2.3.2 Support, protection, and understanding

- I am a crossing guard. There are many families that use my post to bring their children to school, one day a car came speeding down the street. I had blown my whistle and went into the intersection hand raised for traffic to stop. This oriental woman and her son started to come into the crosswalk but this car just disobeyed my command and blew through the intersection. I had to move fast to pick up her son and move out the path of the car. The driver never stopped and me and the child fell down. I had plenty of witnesses who supported me but when my supervisor came, I felt bad because I did everything right but the woman and I could not communicate because I didn’t speak her language and she didn’t speak English either. I haven’t seen this lady or the little boy since and I felt like there is no trust between me and her even though I did everything right. She hasn’t showed back up to bring her child to school and I feel like it is

because of what happened. I wonder if she trusts me to keep her son safe while crossing the street?

- Trust for me was established around the late 70s through the 90s when I was raising my son and he would get into trouble. Instead of the officer arresting him they would pull him aside and talk with him. I began to call and rely on them more I even would walk to the district in my area. They were great for my family. They bailed my son out of trouble even though the police have been called on him.

## 2.4 How to increase trust

### 2.4.1 More activities to interact together

- I believe or would like to see police officers partnering with Milwaukee public school's rec program building relationships in areas like basketball and other areas outside of being in a police uniform. Wearing a basketball uniform instead. I would like officers to be able to walk the beats get to know the businesses and show our face and your face is known around the community showing that we care by building these relationships.
- We need more community meetings, dances and parties to build the community.
- We need more get-togethers and activity days with officers.
- Diversity and police officers build trust. Separate and segregation is worse for the community. Leaders need to believe in community and quit taking the money from the community and add more money to the community.
- We need to have more meetings like this to get to know them police officers as people.
- I think that listening circles are a positive step in the right direction to get people in the community to trust one another again. People need to trust the police and police must have some trust in the people for this situation of mistrust gets totally out of hand. We need to clean up our own house for the people to stop having biased opinions of us that we only care about police. Nothing can be further from the truth.
- We need to have more residents attend listening circles.
- We need more LC's and we need more fun and positive interactions.

### 2.4.2 Communicate...

- We can increase trust between law enforcement and community is by seeking balance with effective communication and respect.
- In my opinion communication / effective efforts at communication to recognize and connect with each other's humanity.
- For me the police and community is. . . we live in the same world however; we have different perspectives and occupy different positions.
- Having a family really helps us stay grounded and somewhat empathetic to residents.
- If no people would get into an argument police wouldn't have to come and settle the dispute. But people don't want to obey the law. People don't want to love each other and lookout for each other these days. It is like they love conflict and they would rather mistrust someone rather than to love them.
- In my estimation the media has been divisive and want to make money off of antagonisms and problems.
- Social media and television has had a negative effect on the attitude of citizens in regard to us.

- Social media focuses on the mistakes that P.O.'s commit.

**Connected Conversation & Parting Words** – *“What have others said in this conversation that triggers new thoughts for you?”; “Did you hear common themes or concerns from others?”; “What next steps are important for you in moving this conversation forward?”*

### 3.1 Relationship building: Communication, Interactions, and Respect

- Trust in the communities communicate that builds relationships.
- It depends on the leaders in that District.
- Residents must become more involved and police must listen better. Residents must stop being scare to tell on criminals otherwise they will continue to terrorize the community. We must help the police and be witnesses to crimes that we see committed against our neighbors. We must just be honest, our community will not get better until us residents care enough to put our lives on the line to defend our homes and family.
- I’m not a police officer and I’m not Black. But the trauma between residents of color and police is real. Racial profiling is real, people of color being killed unjustly is real, and police being shot down like animals by some extremist is real. We are a community, not separate but one community. Police work and live in the same community as we do, when anyone is shot and killed be it police or residents it is a red mark on our community as a whole, we all lose, there all no winners because people are dying senselessly. This has got to stop immediately.
- Communicating.
- Outreach and interaction.
- There are still challenges and barriers to building trust and respect.
- Respect goes both ways officers share info with the residence and treat each other with dignity and respect. No one is more superior in the other inferior. Show respect to the elders in the community, share, respect and decency when speaking to each other.
- It has to be value on respect.! You get back what you give. When people are hurting, they want to hurt other people.
- I am very impressed with the youths who participated in the lc’s. I like and admire that you said why run from the police if you have done nothing.
- Unfortunately, the people who really need to engage in conversations with us are not in attendance. What can we do to get more adults to attend these meetings?

### 3.2 The work of officers

- Police are endangered just like everyone else we need to hold on to each other. They don't know what they're facing each day or what they're getting into as police officers.
- The negativity that's portrayed in the news makes it harder for officers. Stop washing things that are happening in the police department under the rug and deal with them. Bad things that are

happening. Officers presence gives hope. When the news you see people overgeneralize that they are all bad. Treating with respect and dignity would help this.

- Safety i.e. “high speed chases”
- It was better when officers remained in neighborhoods and got to know the community now they are bounced around.
- I wish we could walk the beat more in certain neighborhoods. However, when we receive multiple calls for multiple police we are spread too thin. Now we are required to have officers go to hospitals for certain shifts.
- Training for law enforcement.
- Police living in the community they serve in.

### 3.3 Other themes

- I have to accept the fact that death is just a part of life. I see death on television and in my neighborhood. My grandmother died on my birthday.
- Civil Unrest (Sherman Park)
- My teacher was lying on me and my friend. She said that we were spitting on little kids and weren't. I got in trouble for something that I wasn't doing. Our teacher can be nice but she can be mean too.

### 4. Parting words

- Interesting conversation and a good time I learned new things.
- I liked focusing on trust and I would like more listening sessions. Trust can mean a lot.
- I like the session it was fun.
- Programs can build the community gives it a different light and makes people human and takes away the negative light on the law enforcement. It helps to build a bridge be back with the community.
- Trust and live as one. Too many gun-permits and police chasing. We need understanding and love for others. Bad things lead to bad things. When there's chaos we need to understand that if we have no law we will be blind to the chaos. Law is needed, and we need police officers.
- Individuals and their energy is needed to show value other's lives will be infectious for others. The world will be better. If we can become comfortable with each other. When they don't look like you. It takes one person at a time.
- This was a good session I'm going to take a lot from what I heard especially about respecting your elders you have to treat people how you want to be treated.
- I appreciate the youths in this circle. They have spoken clearly and with purpose. Thank you!
- We have three shifts that overlap and residents need to know that budgetary cuts affect our ability to do our jobs.
- While the LCs are going on if something were to happen in the vicinity do you all have to respond? No, but if notified to respond we will.
- Does conceal and carry bother you? No, but residents need to have state funded -permits.
- It appears that too many people and social media want to highlight the negatives of police which is unfortunate.
- Peaceful.
- Great.

- Informative.
- Educational.
- Welcoming.

## Listening Circle 3 - Annexes

**Question Round One:** *“Community Policing is a strategy on policing that focuses on police building and working closely with members of the communities. Based on your concept/understanding of community policing, share a time when you experienced or witnessed community policing working or not working?”*

### 1.1 Community policing in Amani

#### 1.1.1 Police seen in the community

- Police keep watch over us, they keep us safe and they keep the law.
- When I'm watching the news and I see the police are going into schools I think that's a positive thing.
- While on bike patrol in various communities I could engage in direct contact with residence. Not only did it assist me and partner[s] in establishing trust and effective communication, it helped when there were incidents of crime and with the help of residents, the MPD was able to apprehend and prosecute multiple suspects.
- During the summer of 2017 I worked directly with Law Enforcement in a children and youth summer program at Sherman Park. The officers, both foot and bike patrol took time out to engage and in some cases participated in the low organized games with the children and youth in attendance.
- I have a child with special needs. During one of her episodes with seizures I called 911 and at least 13 officers showed up to assist me and my family prior to the arrival of the Para Medics.
- As a crossing guard this is what I do. I stand with a stop sign to ask cars to give the people a chance to cross the street. Many times I see cars swerve around instead of stopping making it a dangerous situation for those who need to cross the street. I have seen an increase of police presence lately and that has helped a lot. Communication between residence and police is very important for our safety.
- Back in 2011 I was working in District 1, it was the beginning of the Tavern and Night Club initiative. At bar time we would be assigned to the downtown clubs and we would right tickets for disorderly conduct, etc. Within the first year of the initiative we saw a 100% decline because of one program.
- I think the police try to keep us safe and Save Our Lives. They stop us from doing what we want to do I hear that the police are bad, but I don't agree with that.

#### 1.1.2 Small everyday-life attentions that mean a lot

- I have not personally witnessed community policing working or not working, except one day me and my classmates were walking home from school and two police officers just started talking to us for no reason. They were funny and it as a good experience.
- Well today on my way to school, the police pulled up at the stop sign and he waved to us. I thought that was cool.
- I was at my cousin's house and a couple of officers waved at me, then they talked with me and my cousin for a little while. When they left they gave us a dollar.
- [...] I help a resident fix his car, I got to know many of the people in the neighborhood and I felt like I was and am a part of that neighborhood.
- One time I was at the mall and an officer asked me where were my parents, I told him that I didn't know because I had gotten separated from my mom while shopping. I was very upset and a little scared. He bought me some candy and he kept talking to me until my mom came to get me. He calmed me down, he was a good police officer.
- I've had a couple experiences during some foot chases where business owners actually came out and helped with the apprehension of the perpetrator. They come out and tell us which way they went and I think it's a good relationship to have.

### 1.1.3 Attending community events/programs

- This summer I got to do something different, from 36th street and Sherman & North to Center Street. I got the opportunity to talk with kids from that neighborhood. Meals on wheels were there giving away free lunches. I got the chance to talk one on one with local business owners about their concerns and got some of their problems addressed in the neighborhood [...]
- I like when we hold the block parties and the police attend and fellowship, socialize and play games with us.
- As a liaison officer, I got to come to community events and dinners hosted at people homes. The opportunity humanized each of us and we were able to bond through socialization. That's important in building bonds and communities that we're serving.
- I worked with seniors in an assisted living community and they invited the police to come have coffee with them so was called, Coffee with Cops. I like the fact that they invited the officers in. The officer even helped find their lost cat that they had adopted. You can have community policing with any age group.
- I worked in the Promise Zone this summer, where we went to different areas in the city. I was not happy about stepping out of my comfort zone, but I did it. I introduced myself to the neighborhoods and got to know them. I found out the issues of the area and then dealt with them. I found out some of the adults were getting drunk, and trying to solicit food from the food program in Clark Park, which only served the children. I serve food along with the staff in Clark Park to keep the drama down. Before It was a great experience for me.

## **1.2 Challenges to community policing**

### 1.2.1 Rude behavior

- From a global perspective there have been videos and reports of police attacking some segments of the community and being attacked by the community and the media for some outrageous behavior by some police officers.

- I volunteer for a clinic where abortions are performed. Each time we have contacted Law Enforcement to assist us with rude and belligerent protestors, we are met with disdain and outright rudeness, I believe this is due to the frequency of our calls and the officers assigned just get wearying in answering / responding to our calls for assistance.

### 1.2.2 Staffing and manpower

- And I could change one thing it would be that each neighborhood would get the same officers in their neighborhood everyday so that the community would get to know and trust those officers. That's what's missing, and it is because we have a manpower shortage.
- I formally, worked with a group that engaged in engaging the community directly to ascertain if, indeed; where and how the Milwaukee Police Department could improve relationships, and concentrate on community efforts with residents/business's/institutions working together to increase safety in the neighborhood. One failure was, as I recall the MPD could not staff a "Sub Station" and increase officer presence [both bike / foot patrol] in that community the decision was based on staffing.

### 1.2.3 No Community policing in Amani

- According to the definition, it is not what I have observed in Amani. Being the president of a community group, some police come to our meetings, in my experience there is no community policing going on in the Amani community because police do not show up at their own monthly meetings at least not the ones that are assigned our neighborhood.

### **1.3 No problem/interaction with police**

- I've never had a problem with police or witness any action that I could call aggressive or disrespectful.
- I really do not have any eyewitness experience nor have I been involved directly with any instances of "Community Policing".

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**Question Round Two:** *"As a resident/police officer, what are some of the elements that create effective community policing?"*

### **2.1 Respect and communication**

- Police and residents need to be calmer when interacting together. Residents should follow the police officers instructions, and officers shouldn't intentionally violate residents rights and expect them to co-operate because if it was them being violated they would like it so they shouldn't do it to residents either.
- It comes down to communication and trust. Residents need to be more co-operative with police and police need to be more informative with residents.
- Some elements would be, police respecting residents and not looking at all residents as being criminals. And they would know that if they would be more open to talk with residents. Maybe the police budget can a lot monies for more events that are put on by police that would invite

residents to come and interact with them for fun, games, competition instead of only seeing police when they are called to a scene of a crime or disturbance.

- Effective community policing should have seniors here and other facets of the community should be a part of these meetings. If funding is an issue then let fund raise to get better representation of the whole neighborhood not just a select few.
- Communication is number one from both. I am a retired criminal defense investigator and I believe communication is the key for everyone involved.
- [...] Also keeping the community informed is good as well.
- Places like this is great. But we must go out into the neighborhood and get more people to attend these meetings.
- I think that residents should have conversations with each other and the police. Police only show up when called.
- I think listening sessions like this will help, just listening helps me to understand.
- I just think that more Listening Circles like this is a great beginning.
- Communication – Listening Skills – Respect.

## **2.2 Trust for cooperation to take place**

- I feel we need better trust between police and residents right now. I don't see enough trust and communication, lately the residence have refused to talk to us in some neighborhoods and they have been slamming doors in our faces. I want us to come to some agreement of cooperation.
- I believe trust and cooperation is needed between police and residence to solve major crimes. The police need help especially in shootings and homicides.
- Yes, I think we need trust. Police may come to your door for several reasons, they participate in community activities. We must build trust because they are not all the same, behind the badge is a human being.
- Before I became a homeowner, I would have been upset if an officer came knocking on my door at 3:00 am. I believe we need truth and cooperation while sharing concerns in the community. I strongly believe in loving thy neighbor. I have police officers that live in my neighborhood.
- Willingness to think beyond your comfort zone, you can't develop a relationship without it. To experience different things, you have to be willing to go and trust.
- Work together.
- Interactive with the police officers to form a bond.
- Have an open mind and don't be resistant to going to different areas. You have to get past that. If you don't get past that you get stuck, individuals weren't expecting the friendliness of the officers.
- Willingness to listen to others' ideas and show great respect and listen. Exchange good thoughts.
- I like for residence to know that all police officers are not bad and we truly do want to serve and protect.

## **2.3 Engaged and accountable police and residents in Amani**

- Effective community policing means that police are actively engaged with residents and business owners in identifying and stopping crime and robberies in the community. Some people don't want to get involved; they don't want to be a witness. The police cannot be everywhere at the same time. Residents must be more proactive in helping police maintain law and order.

- We must start to hold everyone accountable if our neighborhoods are going to change into safe places to live and work. Everyone that has a stake in the neighborhood must be held responsible, business owners, landlords, homeowners', renters and police. We must began to be good neighbors again like in the old days when we cared about each other.
- Controlling your Bias – Demonstrating Compassion and Empathy
- What is frustrating for me is when outsiders come into the neighborhood to help clean it up but current residents see the trash and filth and just let it lay there. It's our community but we all must pitch in to keep it clean and safe.
- To be honest, I don't think that police need to do more I think that residents need to do more.
- If residents would get along better and solve their issues without violence the police would not have to be called so much for petty differences. And when outsiders come in the neighborhood to start trouble, residents would be reporting suspicious behavior and police need to show up faster when they do to stop all of these robberies.
- We must find volunteers to help with policing. We could use some community residents to fill some jobs in the community.

## 2.4 New and Innovative ideas

- Applying innovative ideas to address challenges and barriers that separate police and residents.
- Being Creative in the shared efforts to improve relationships.
- It's a leadership thing, if the Chief and Captains were more visible in the community it would go a long way to restoring correct behavior from police officers and residents. Quality policing starts at the top and works its way down into the community.

**Connected Conversation & Parting Words** – *“What do you feel is necessary for community policing to be more effective in your neighborhood?; “What can you as a community member do to protect and serve your community?”; “As a community, what is a specific step that can be taken to help get Milwaukee to the place of positive police/community relations?”; “What have others said in this conversation that triggers new thoughts for you?”*

## 3.1 Strong community engagement from officers and residents

- Help our community by cleaning up the trash.
- I'm not from the communities serving the church. I was accepted and still let me get to know them, even though I was different. Accepting different the same not just police policing us, we are all together police in one another. The kids walk me to my car to make sure I get there safely.
- In the past we had stronger neighborhoods. We need neighbors coming together. We are not respecting that police officers anymore. We must get back to stronger neighborhoods. Speak with neighbors and police officers and more.
- As officers we are here to help and we need us working together for this to work.
- I believe in taking care of each other.

- Letter of the law vs. The spirit of the law
- I believe each police officer had their own reasons as to why they wanted to become or became officers. I realize that the officer's lives are in danger constantly and I feel as residents it's time to look out the box and understand that they have families that they want to spend time with and recognize they are citizens themselves.

### **3.2 Youth, staying out of trouble, and Officers**

- I believe teens should get to know the police officers better and then build trust with them.
- Youth say you're not listening take this opportunity and time to say what's on your mind. If you don't think a police officer is doing a great job this is your time to speak up.
- Youth can help each other by being a leader and leaving them the right way.
- Civil Liberties
- Sub Stations in the community as well as the schools
- Violence in schools
- I have two sons that I am raising and I am trying to get them to do the right things and stay out of trouble.

### **3.3 Outreach in neighborhood to raise numbers**

- We did Police relations and patrols. We did 40 surveys in our neighborhood from Teutonia Avenue to Keefe Avenue Most residents were between the age of 18 to 70. We need to tell people about these meetings. Police are people and I back the badge, it is not a them against us.
- We have to rethink our strategy of how to get people at these meetings. It's unrealistic to think that we will get people to come to these meetings when they are scared of police or of being arrested for outstanding warrants etc.
- Our district has 4 or 5 different community meetings every month but only four or five residents' show up to these meetings. Police need to come out into the community since the community is scared to come to the station.
- Diversity is great.

### **3.4 Respect and open-mindedness in conversations**

- We need to have more by dialogues/ conversations that are respectful. It's not good when everyone is talking over one another.
- Not being open and receptive
- Respect
- Emotional quotient

## **4. Parting words**

- Thank you everyone for attending.
- It's my third time participating, and these discussions are pretty good. It's interesting to hear others perspective.
- Everybody keep an open mind about what neighbors I don't want and that doesn't just mean today because you live next door to. Get to know them, because it solves my problems like that.

- Enjoyed.
- Good format to open up that lock different groups. This needs to continue and we need to have a lot more conversations like this.
- Ok.
- Relieved.
- Trust.
- Belief.
- Connected.
- Informed.
- Protecting.
- Serve.
- Exciting.
- Trusting.
- Bonding.
- Commitment.
- Understanding.
- Renewal.
- Communication.

## Listening Circle 4 - Annexes

**Question Round One:** *“Share a personal experience where you’ve witnessed the civilian review board make an impact on the outcome of a decision between police and residents; or an experience that you COULD have been helped by the civilian review board.”*

### 1.1 Little interaction with/knowledge of the Civilian Review Board (CRB)

- I am not familiar with the CRB. I have not seen police treat residents wrongly or unfairly.
- I have had very little interaction with the Civilian Review Board (CRB).
- I have never had interaction with a CRB. I have never seen an officer do something wrong.
- I have zero personal experience with CRB’s.
- I have not had any experience with CRB’s.
- I never heard of a review board. Civilians - residents, can work together closely with a review board. Meeting together with a review board can help them see things from our perspectives.

### 1.2 Actions of officers or decisions of MPD cleared/condemned by CRB

- I had to deal with the CRB once, I stopped a lady who became belligerent because she did not have her driver’s license. Fortunately my body camera showed that I was not abusive and behaved in a professional manner.
- I served as a witness for a police officer who subsequently was fired by a CRB.

- I think for some of the officers who were reviewed it turned out well. I personally think the review board is a good thing and they are appointed by the Mayor and results are either suspension or termination.
- When I graduated from UW-Milwaukee with a degree in criminal justice, I applied for a position, immediately with The Milwaukee Police Department. I went through the written, physical, and other steps to procure the position. However; when the background check was initiated that there was some concern. [parking tickets] would prohibit me from obtaining the position. I was informed that I could indeed; appeal to the Milwaukee Police and Fire Commission, I did and the decision was rendered in my favor... the rest is history.

### 1.3 Situations during which CRB could have been of use

- The shooting in Florida could've had a different viewpoint coming from their review board. If they could've helped with mental illnesses some crimes could have been prevented. If there would have been more basic interaction to prevent crime in high crime areas [a civilian review board could have helped].
- Red Arrow Park-no criminal investigation.
- I think the Tamir Rice case would have been helped by the review board and would have pushed beyond violations of the department. It takes a full commitment to set or serve on the review board and impartiality.
- The Sherman Park unrest would have been handled better in my opinion.

### 1.4 CRB seen as beneficial

- I think that having a "Civilian Review Board" would be of great benefit to the residents of any community, no matter if urban or suburban. The act of involvement would benefit all involved.
- I think that based on the definition and the explanation provided by Officer Harris, what a "Civilian Review Board" is comprised of and it's nature and function I think it would be a beneficial thing.
- During the current climate of mistrust between The Community and Law Enforcement, I think having a "Civilian Review Board" would be a good thing.
- I say YES!!! it would be a good thing.
- In my opinion, to have a Civilian Review Board in place, would lend itself to the feeling that members of the community were actively taking part in the process of "Community Policing" and placing safety as a high priority and concern, would in my estimation; have nothing but positive results.
- The fact of coming together with police and residents means a lot to me. The fact that police are coming together with young men says a lot.
- It feels great knowing that we can get help from the police in the future teaching us about guns – the right and the wrong way how to use them.
- I've not experienced a board but it could be very beneficial to residents and MPD. I believe that we need more understanding and knowledge of what's going on in our communities. Receiving messages from the media could be both helpful and harmful. I believe that the board should give more information back to the residents or civilians in our community. We also need a better understanding of how things are ran. It's beneficial to us to have a better understanding and to know what the processes are.

- Police and residents interacting in more things can have a much more positive note in our community.
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**Question Round Two:** *“In 2018 what is one specific step the CRB could take to improve police and resident relations?”*

### **2.1 Increase knowledge of both parties on each other**

- They can improve in their reckless acts. People can do better and do the right thing if they had a better understanding between the two parties.
- Learning the policies – how officers get training, understanding their complaints, and possibly having some ride alongs. Attending several resident and police review board meetings. Building a positive outlook for all groups.
- Police and residents should come together at some point and explain their procedures.
- I feel we should form a board with residents and police. Sit with community members so they won't feel so reluctant to speak and to hear what the residents have to say. When police are called it always seems there is an attitude when they arrive. I think the residents in the community need to be educated in any given situation when police are called.
- More events where officers and the community come together to exchange ideas
- Increasing the occasions where youth and law enforcement can interact
- Focus training on “humanizing residents”
- We have to inform the CRB what our policies are. For example we have been trained to shoot to kill. We have to remember what it's like to be in the community.
- Increase in police presence
- Increase the communication training for police officers

### **2.2 Honesty and transparency**

- Stay honest between both review board, civilians and residents.
- I feel there needs to be more transparency between both parties at the table explaining rules and regulations to the community so that the communities can have more accountability.
- I would like to see communications improve with transparency and no grey areas.
- Leave politics out of it CRB's. We have too many biases in determining policies that effect police.
- Leave politics and media out of CRB's. Social media is a problem because of the appearance of being anti police. Social media is too critical of police officers.

### **2.3 Other considerations**

- I feel there needs to be a special unit to deal with complaints to improve communication.
- I think there should be a member in each community and should be an elected person hired to communicate. They would be responsible for forwarding the information.
- CRB's should become more visible in the community and tell residents what they do.
- People need to know what CRB's are about and how can youths participate.
- These questions really have nothing to do with the Amani neighborhood or police/resident relations.

- I don't like this topic.

**Connected Conversation & Parting Words** – *“As a community what is a specific step that can be taken to help get Milwaukee to the place of positive police/community relations?”; “What have others said in this conversation that triggers new thoughts for you?”*

### 3.1 Inclusion of youth

- We (youths) should be allowed to sit on CRB's.
- My child is excited about being here tonight. He does not want to be a part of the problem, but he wants to be a part of the solution. The things we do are for a reason. Because of certain calls our attitude and conduct can change on any given call or situation. It depends on the individual or individuals how we conduct ourselves when we arrive.
- I believe teens should get to know the police officers better and then build trust with them.
- I believe we need to start earlier with the youth becoming familiar and knowing about the work that police officers do.
- I think the police should go into the schools and talk to the young people more often.
- Youth Education on policy and procedures of The Milwaukee Police Department.
- I think the parents have to be held more accountable for their children and teach them how to communicate with the police and adults in the community.

### 3.2 Trainings of officers and residents

- Be more mindful of shooting a person. Don't shoot to kill, but shoot to slow a person down if necessary. There is a bad rapport in our communities about police shootings. It seems like it's inevitable that there will be a kill shot.
- Speaking on shooting to kill, that is how we are trained. That's what we are taught. Most, if not all of us have been trained by FBI agents so this is how we're taught.
- Training to address bias and profiling
- Civilian Training [citizens academy]
- Before I went to the police academy I had a very different outlook on police. However, I have a very different insight. Sometimes it's hard for me to get the respect that I feel that I deserve.

### 3.3 Will to improve police-residents relations and communication

- I am human I want to get along with people in the communities.
- It is our duty to protect and serve we have to communicate better with residents and one another.
- I believe we fear each other because we do not communicate with each other.
- I believe in taking care of each other.
- The practice of "Empathy"

### 3.4 Comments on Listening Circles

- I want to see police and residents continue with discussions and gatherings. They are helpful between the groups.

- We need more participation by adults.
- I think the listening sessions are helping make a difference because now when we see the officers we can put a name with the face and our communication skills are developing.
- I think events like this are socially helpful for us to get to know one another and build the trust and confidence for community policing.
- [...] I think the listening circles are great and I wish they could continue on each month and each week in several neighborhoods.

### 3.5 Block Watches and Block Clubs

- Block Watches are huge to community policing: My example of how community working with the police turned the outcome around for the corner and Mothers Foods in the late 90's and early 2000's. It was effort that included the district and the community inside and out.
- I don't think community policing works, I see it as something negative.
- I think community policing is something positive along with Block Watch programs that the district will help you organize. [...]

### 4. Parting words

- Talking to one another builds positive relations.
- Officers are just like us we don't have to treat them any different. If they respect us we will respect them.
- We need to have better attitudes when dealing with residents.
- We need to improve communication between the groups and consider doing something together besides talking.
- Police and residents need to do more positive things together.
- Inspiring
- Having regular conversations
- Need more of the community's help
- Looking forward to the next listening circle sessions
- Help us to be more informed about what they do
- Concerned. I feel we are stuck in the past and not able to move forward, communication is key to community and officer relationships to make a difference. I feel change is resisted and that makes it difficult to move forward.
- Relieved
- Hopeful
- Concerned. The community is concerned about police and how we interact within the community.
- Strategies
- Informed
- Fear
- Fun
- Thankful
- Peaceful
- Enlightening
- Engaging