

*Rhode  
Island  
Police Chiefs'  
Association*

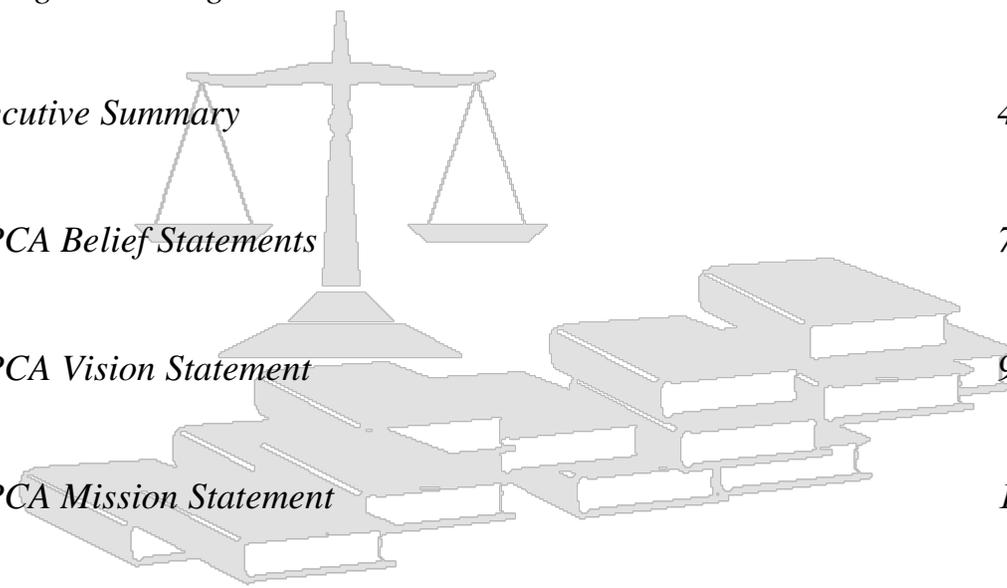


*Multi-Year  
Strategic Plan  
to address  
Bias-Based Policing  
in R.I.*

*January 2009*

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# *Rhode Island Police Chiefs' Association*

## 2008 Officers

<i>President</i>	<i>Colonel Steven M. McCartney</i>
<i>Vice-President</i>	<i>Chief George L. Kelley III</i>
<i>Secretary</i>	<i>Chief Sidney M. Wordell</i>
<i>Treasurer</i>	<i>Chief Jamie A. Hainsworth</i>
<i>Sgt. At Arms</i>	<i>Colonel Joseph P. Moran III</i>
<i>Immediate Past President</i>	<i>Colonel Russell S. Serpa</i>

## 2009 Officers

<i>President</i>	<i>Chief George L. Kelley III</i>
<i>Vice-President</i>	<i>Colonel Joseph P. Moran III</i>
<i>Secretary</i>	<i>Chief Sidney M. Wordell</i>
<i>Treasurer</i>	<i>Chief Jamie A. Hainsworth</i>
<i>Sgt. At Arms</i>	<i>Colonel Steven McGrath</i>
<i>Immediate Past President</i>	<i>Colonel Stephen M. McCartney</i>

## ***Strategic Planning Committee***

<i>Name</i>	<i>Department</i>
<i>Carey, Thomas Chief</i>	<i>Woonsocket</i>
<i>Colon, Frank Inspector</i>	<i>Providence Police Department</i>
<i>Coyne, Gerald Esq.</i>	<i>Department of Attorney General</i>
<i>Crocker, Christine A. Captain</i>	<i>Cumberland</i>
<i>Cruz, Maria Officer</i>	<i>Pawtucket</i>
<i>Desmarais, John R. Chief</i>	<i>Cumberland</i>
<i>Dias, Gary P. Exec. High Sheriff</i>	<i>RI Sheriffs Department</i>
<i>Doherty, Brendan P. Colonel</i>	<i>Rhode Island State Police</i>
<i>Gallo, Frank J. Officer (ret.)</i>	<i>Western New England College</i>
<i>Hebert, Lance E. Chief</i>	<i>Portsmouth</i>
<i>Hill, Will Lt.</i>	<i>Rhode Island State Police</i>
<i>Kelley, George L. III Chief</i>	<i>Pawtucket</i>
<i>Lindbeck, Joe</i>	<i>Department of Attorney General</i>
<i>Little, Joseph T. Chief</i>	<i>Narragansett</i>
<i>Martins, Arthur Major</i>	<i>Pawtucket</i>
<i>McCartney, Stephen M. Chief</i>	<i>Warwick</i>
<i>McGrath, Stephen Chief</i>	<i>Cranston</i>
<i>Mello, Edward Chief</i>	<i>Westerly</i>
<i>Moran, Joseph P. III Chief</i>	<i>Central Falls</i>
<i>Ochs, Kathy Major</i>	<i>West Warwick</i>
<i>Paquette, Hubert J. Chief</i>	<i>East Providence</i>
<i>Randall, David M. Chief</i>	<i>Scituate</i>
<i>Silva, Anthony J. Chief (ret.)/Director</i>	<i>RI Municipal Police Academy</i>
<i>Sullivan, Brian Chief</i>	<i>Lincoln</i>
<i>Wordell, Sidney M. Chief</i>	<i>Little Compton</i>

## *Executive Summary*

*The Rhode Island Police Chiefs' Association (RIPCA), since its formation, has stood for excellence and professionalism in policing and in its effort to promote and defend justice. We believe in and strive for the highest standards of professional conduct consistent with the core values identified in our mission statement. In keeping with this long-held belief, the RIPCA continues to devote considerable time, energy, and effort to achieve bias-free policing. Bias-based policing includes practices by individual officers, supervisors, managerial practices, and departmental programs, both intentional and non-intentional that incorporate prejudicial judgments based on sex, race, ethnicity, gender, sexual orientation, economic status, religious beliefs, or age that are inappropriately applied.*

*The RIPCA recognizes the issues of racial profiling and biased-based policing have been challenging ones for law enforcement throughout the United States. We also recognize that Rhode Island is not immune to this very sensitive subject, and we recognize the need to enhance the relationship between law enforcement and minority communities.*

*The RIPCA has acknowledged the need to establish and maintain a dialogue with the state's minority communities and has worked hard to accomplish that goal. A significant number of our members work in partnership with the Civil Rights Roundtable to address the issue of bias within our ranks and to create an environment of understanding and trust. Determining the proper balance between legitimate law enforcement interests and the rights of all people is critical to providing bias-free policing. The RIPCA is committed to achieving that balance.*

*In 2000 and 2004, the RIPCA supported the legislation that:*

- *Required two traffic studies; a two-year study and a one-year study that produced an in-depth quantitative analysis of traffic stop and search procedures.*
- *Defined racial profiling and potential violations that could be addressed by civil action.*
- *Placed reasonable restrictions on the use of consent searches by police as well as delineating reasonable time periods that police should spend addressing traffic violations.*
- *Required each Rhode Island police department to have a racial profiling prevention policy on record with the Rhode Island Attorney General.*

- *Required every Rhode Island police department to have a complaint procedure policy in place in order to deal with issues relative to either the legality of the stop or search and/or their treatment at a stop.*
- *Required police departments to file a report with the RI Justice Commission delineating the steps they have taken to address the issues of racial profiling and biased-based policing and detail any complaints they have received on racially biased policing incidents and the action taken.*

*The RIPCA, without hesitation, endorsed the findings of both traffic studies conducted by Northeastern University and entered into a cooperative working relationship with the Civil Rights Roundtable to develop a multi-point plan that included, but was not limited to;*

- *Development of a federal initiative sponsored through the R.I. Department of Transportation Highway Safety Office that will continue traffic data collection and analysis.*
- *Develop a permanent, standing community based liaison committee to the R.I. Police Chiefs' Association.*
- *Creation of a civil right's officer in each and every R.I. Police Department.*
- *Continue to work with the civil rights community on solutions that will assist both police and community rapport and support for community policing initiatives.*
- *Continue to identify best training and operational practices that will assist in eliminating bias-based policing.*
- *Ensure that citizen complaint practices and procedures are closely monitored.*
- *Partnered with the RI Municipal Police Academy to establish the "School of Community Policing and Cultural Diversity"*

*In 2005 and 2006 the RIPCA, in collaboration with the R.I. Civil Rights Roundtable, established five working groups to develop strategies to implement some of those points and to resolve other issues. While those efforts were on-going, the American Civil Liberties Union (ACLU) authored legislation titled the "Immigrant Status Protection Act" that included amendments to several sections of the Racial Profiling Prevention Act of 2004.*

*If that proposed Bill had passed, it would have impeded legitimate law enforcement practices found to be constitutional by the United States Supreme*

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*Court and severely hampered the ability of Rhode Island law enforcement to provide public safety services to their communities.*

*The RIPCA is very concerned that the departments they represent have been characterized as racist and as supporting an environment that allows the practice of racial profiling at traffic stops. The reality is that the raw data of the 2004-2005 study revealed that 4 out of every 5 persons stopped were white and 2 out of every 3 persons that may have been subsequently searched were white.*

*The study indicated that searches by RI police were actually “rare” events that occurred only 6.7% of traffic stops. A very rational argument can be made that the actual percentage of persons who are stopped and then searched is actually closer to 3.5% after excluding non-discretionary police searches.*

*Over the past decade, a handful of unfortunate incidents involving racial bias in policing have caused police departments across our country, and specifically in Rhode Island, to address the concerns of racial profiling and biased-based policing. Although much has been accomplished, there is much more yet to be done.*

*In October of 2008, the Police Chiefs’ Association began writing a multi-year strategic plan to address the issue of bias-based policing in our state. A group of twenty-five law enforcement professionals comprised of 18 Chiefs’ of Police were charged with the responsibility of writing a comprehensive plan.*

*The RIPCA truly believes that in order to achieve success all parties must continue to collaborate. We sincerely hope that the strategies outlined in this document will bring us closer to eliminating all forms of bias and particularly those that foster the perception of racial profiling.*

*Chief George L. Kelley III  
RIPCA—President, 2009*

*Colonel Stephen M. McCartney  
RIPCA—President, 2008*

## ***RIPCA Belief Statements***

*We, the members of the Rhode Island Police Chiefs' Association believe:*

- 1. The practice of bias-based policing is unacceptable, and we condemn it.*
- 2. Police departments should develop and adopt policies and procedures that prohibit bias-based police practices.*
- 3. The collection of traffic stop data should continue for transparency of law enforcement integrity, fairness, and professionalism.*
- 4. Police officers have a responsibility to be professional always, to maintain a high standard of integrity, and to treat people with dignity and respect which are the foundations of all police-citizen interactions.*
- 5. Police officers should treat all people equally, despite group characteristics such as race, ethnicity/culture, gender, age, sexual orientation, religious preference, or socioeconomic status.*
- 6. Police departments should strive to develop police-community partnerships that promote professional police standards, bias-free law enforcement practices, and mutual respect between the police and the public.*
- 7. The Rhode Island Police Chiefs' Association should establish a minority advisory board composed of a diverse group of community members.*
- 8. Police departments should promote educational programs for its citizens to help them understand police policies, procedures, and its commitment to professional police practices.*
- 9. The Rhode Island Police Chiefs' Association should establish a statewide standard policy that promotes bias-free policing, establishes an early intervention system, and provides disciplinary action for violations.*

10. *Police departments should provide education and training programs about bias in policing, which should be woven into other police education and training programs.*
11. *All police officers should receive standardized training in cultural diversity, bias-free policing, conflict resolution, and understand the community impact of bias-based policing.*
12. *Police officers should be disciplined if they engage in bias-based policing.*
13. *Early intervention systems should be adopted by all police agencies.*
14. *The ideals within the law enforcement code of ethics should be reinforced with all police officers.*

***Vision Statement***

***“As the leading law enforcement executive association in our state, we promote integrity, and professionalism; providing a better quality of life for everyone within the State of Rhode Island.”***



***Mission Statement***

***“The mission of the Rhode Island Police Chiefs’ Association shall be to assist its members and all law enforcement officers in the State of Rhode Island with the administration of public safety; to promote harmony and trust between law enforcement and the public; to enhance the effectiveness of law enforcement in the State; to strengthen public confidence in the police profession; and to improve the quality of life in the communities we serve.”***



## ***RIPCA Goals and Objectives***

### **GOAL 1:**

*Establish a RIPCA Minority Advisory Board consisting of a diverse group of community members.*

### **STRATEGIES:**

- 1.1 Seek minority advisory board members by collaborating with diverse community groups.*
- 1.2 Encourage representation from community groups across the state.*
- 1.3 Create guidelines that will focus on the issues relative to bias-based policing.*
- 1.4 Contact all law enforcement associations, i.e., RIMPA, RIHOA, FOP, IBPO, RIPAC, etc., to enlist their participation.*

**TIMELINE:**      *6-12 Months*

### **GOAL 2:**

*Develop a model policy and encourage all police departments to adopt uniform procedures that prevent, identify, and discipline bias-based practices and that promote bias-free policing.*

### **STRATEGIES:**

- 2.1 Utilize the RI Training Officers Association to develop a policy with assistance from the RIPCA, Department of Attorney General, RIPAC, and the RIPCA Minority Advisory Board.*
- 2.2 Conduct research on best police practices.*
- 2.3 Conduct statewide community outreach to solicit input from community members, i.e., internet, press release, press conference.*
- 2.4 Schedule training for law enforcement on policy implementation prior to distribution to all police departments.*
- 2.5 Encourage all police departments to establish policies and procedures to prevent bias-based policing.*

**TIMELINE:**      *December 2009*

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### **GOAL 3:**

*Establish a partnership with the RI Municipal Police Academy to develop a comprehensive training program for all personnel that will prevent racial profiling, encourage diversity, emphasize customer service and police professionalism, and ensure that all officers have the knowledge, skills, and abilities, to provide services free from discriminatory practices.*

### **STRATEGIES:**

- 3.1 *Conduct a needs assessment with RI law enforcement to identify and determine training needs.*
- 3.2 *Approve and certify all trainings by the Police Officers Commission on Standards & Training (POST).*
- 3.3 *Mandatory training for all recruit officers at the training academies where such training should be woven into all education and training programs.*
- 3.4 *Schedule continual in-service training under the auspices of the School of Community Policing and Cultural Diversity (SCPCD).*
- 3.5 *Conduct leadership training through the SCPCD for Executive Officers, Supervisors, etc.*
- 3.6 *Provide training on professional police practices and bias-free policing.*
- 3.6 *Recommend that all departments participate in workshops and trainings offered by the “School of Community Policing and Cultural Diversity” at the Municipal Police Academy.*
- 3.7 *Conduct on-going in-service training through the RIMPA “School of Community Policing and Cultural Diversity (SCPCD)” on such topics as diversity, racial profiling, customer service, interpersonal conflict resolution skills.*
- 3.8 *Provide leadership training through the SCPCD for executive officers, supervisory staff, and line officers on recruitment and selection, policy formation, data collections and analysis, and complaint process.*
- 3.9 *Encourage statewide roll-call training, including but not limited to, achieving a better understanding of the definition of racial profiling, attaining a better*

*understanding of probable cause and police/community relations.*

- 3.10 *Request departments keep a record of officers attending trainings.*

**TIMELINE:**      *December 2013 (on-going)*

**GOAL 4:**

*Create a standardized process and complaint form to investigate complaints of bias-based policing.*

**STRATEGIES:**

- 4.1 *Consult with RIDOT/RIOHS to review their recently created complaint form.*
- 4.2 *Consult with other police organizations and community groups for established policies and practices.*
- 4.3 *Appoint a committee to solicit input from RIPCA, Community Groups, and RIAG's office, and write and recommend a form and process.*
- 4.4 *Solicit input from the RIPCA Minority Advisory Board.*
- 4.5 *Establish a statewide process to receive complaints.*
- 4.6 *Review CALEA standards and CALEA certified agencies to ensure compliance with best practices.*
- 4.7 *Create a brochure explaining the complaint process.*
- 4.8 *Develop a process to ensure availability of complaint forms and brochures at police departments, department web sites, and other municipal/state buildings.*

**TIMELINE:**      *June, 2011*

**GOAL 5:**

*Encourage all police departments to evaluate traffic stops quarterly, to identify patterns of biased treatment by police officers, and to annually evaluate police trainings, policies, and procedures for performing traffic stops.*

**STRATEGIES:**

- 5.1 *Create a committee to determine methods for data collection and analysis.*

- 5.2 *Develop a model policy that encourages data collection and analysis.*
- 5.3 *Work with RIDOT/RIOHS on issues surrounding e-citation and data collection by police departments.*
- 5.4 *Provide training through the SCPCD to assist departments to comply with these recommendations and train officers on data collection and reporting.*
- 5.5 *Work with the statewide information management provider to create an electronic method to collect data.*

**TIMELINE:**      *December 2011*

**GOAL 6:**

*Develop a Public Information and Education (PI&E) program to maintain open communication with the community.*

**STRATEGIES:**

- 6.1 *Establish procedures for disseminating information.*
- 6.2 *Issue periodic press releases on the progress of the strategic plan.*
- 6.3 *Develop a brochure on “How Law Enforcement Performs its Job” and coordinate with media for public dissemination.*
- 6.4 *Establish a method at RIDMV and during driver’s education classes to disseminate the responsibilities of law enforcement during a motor vehicle stop.*
- 6.5 *Partner with all minority groups/associations to participate in PI&E.*

**TIMELINE:**      *June 2010*

**GOAL 7:**

*Work to develop a police selection process that meets the needs of contemporary policing strategies and practices that promote bias-free policing.*

**STRATEGIES:**

- 7.1 *Identify psychological testing strategies that measure discriminatory personalities.*

- 7.2 *Identify methods to measure police candidates' levels of cross-cultural competence.*
- 7.3 *Provide training to department personnel responsible for recruitment and selection activities, i.e., EEOC, ADA, agency requirements, etc.*
- 7.4 *Encourage police departments to develop a recruitment plan, and to review and revise that plan when necessary.*
- 7.5 *Encourage police departments to participate in an annual job fair sponsored by the RIPCA.*
- 7.6 *Establish a statewide objective of attracting diverse job applicants.*
- 7.7 *Encourage all police departments to participate.*

**TIMELINE:**      *June, 2012*

**GOAL 8:**

*Establish a model policy recommending the adoption of early intervention systems (EIS).*

**STRATEGIES:**

- 8.1 *Identify the functional elements of an EIS.*
- 8.2 *Utilize existing best practices.*
- 8.3 *Seek input and approval from all stakeholders.*
- 8.4 *Develop and/or recognize available software programs to document the EIS and identify recurring offenders.*
- 8.5 *Conduct training for supervisors, training officers, etc. that will tailor the EIS to agency needs.*
- 8.6 *Provide training to supervisors, etc., on the EIS.*
- 8.7 *Recommend that all departments incorporate the EIS as a standard management practice.*

**TIMELINE:**      *June, 2011*

**GOAL 9:**

*Establish a model policy governing the use of all audio and visual recording devices.*

**STRATEGIES:**

- 9.1 *Conduct a review of best practices.*
- 9.2 *Adopt a policy.*

9.3 *Provide training to law enforcement on the proper use of audio and visual recording devices, including the consequences for misuse.*

9.4 *Recommend that all departments adopt the policy.*

**TIMELINE:**      *December, 2010*

**GOAL 10:**

*Develop a statewide policy that encourages every department to identify a “Police/Community Advocate” that will help with the transparency of police practices.*

**STRATEGIES:**

10.1 *Develop, provide, and encourage participation in training at the SCPD on the role of the Police/Community Advocate.*

**TIMELINE:**      *June 2011 (on-going)*

**RHODE ISLAND POLICE CHIEFS' ASSOCIATION  
IMPLEMENTATION / TIME TASK PLAN**

***Goal 1: Establish a RIPCA Minority Advisory Board consisting of a diverse group of community members.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Seek minority advisory board members by collaborating with diverse community groups.	RIPCA Strategic Planning Committee	immediate
Encourage representation from community groups across the state.	RIPCA Strategic Planning Committee	immediate
Create guidelines that will focus on the issues relative to bias-based policing.	RIPCA Strategic Planning Committee	6-12 months
Contact all law enforcement associations, i.e., RIMPA, RIHOA, FOP, IBPO, RIPAC, etc., to enlist their participation.	RIPCA Strategic Planning Committee	immediate

***Goal 2: Develop a model policy and encourage all police departments to adopt uniform procedures that prevent, identify, and discipline bias-based practices and that promote bias-free policing.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Utilize the RI Training Officers Association to develop a policy with assistance from the RIPCA, Department of Attorney General, RIPAC, and the RIPCA Minority Advisory Board.	RIPCA Strategic Planning Committee	December 2009
Conduct research on best police practices.	RIPCA Strategic Planning Committee	December 2009
Conduct statewide community outreach to solicit input from community members, i.e., internet, press release, press conference.	RIPCA Strategic Planning Committee	December 2009
Schedule training for law enforcement on policy implementation prior to	RIPCA Strategic Planning Committee	December 2009

distribution to all police departments. Encourage all police departments to establish policies and procedures to prevent bias-based policing.		
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***Goal 3: Establish a partnership with the RI Municipal Police Academy to develop a comprehensive training program for all personnel that will prevent racial profiling, encourage diversity, emphasize customer service and police professionalism, and ensure that all officers have the knowledge, skills, and abilities, to provide services free from discriminatory practices.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Conduct a needs assessment with RI law enforcement to identify and determine training needs.	RIPCA Strategic Planning Committee	6-12 months
Approve and certify all trainings by the Police Officers Commission on Standards & Training (POST).	RIPCA Strategic Planning Committee	On-going
Mandatory training for all recruit officers at the training academies where such training should be woven into all education and training programs.	RIPCA Strategic Planning Committee	On-going
Schedule continual in-service training under the auspices of the School of Community Policing and Cultural Diversity (SCPCD).	RIPCA Strategic Planning Committee	On-going
Conduct leadership training through the SCPCD for Executive Officers, Supervisors, etc.	RIPCA Strategic Planning Committee	On-going
Provide training on professional police practices and bias-free policing.	RIPCA Strategic Planning Committee	On-going
Recommend that all departments participate in workshops and trainings offered by the “School of Community Policing and Cultural Diversity” at the Municipal Police Academy.	RIPCA Strategic Planning Committee	Immediate

Provide leadership training through the SCPCD for executive officers, supervisory staff, and line officers on recruitment and selection, policy formation, data collections and analysis, and complaint process.	RIPCA Strategic Planning Committee	On-going
Encourage statewide roll-call training, including but not limited to, achieving a better understanding of the definition of racial profiling, attaining a better understanding of probable cause and police/community relations.	RIPCA Strategic Planning Committee	On-going
Request departments keep a record of officers attending trainings.	RIPCA Strategic Planning Committee	Immediate

***Goal 4: Create a standardized process and complaint form to investigate complaints of bias-based policing.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Consult with RIDOT/RIOHS to review their recently created complaint form.	RIPCA Strategic Planning Committee	June 2011
Consult with other police organizations and community groups for established policies and practices.	RIPCA Strategic Planning Committee	June 2011
Appoint a committee to solicit input from RIPCA, Community Groups, and RIAG's office, and write and recommend a form and process.	RIPCA Strategic Planning Committee	June 2011
Solicit input from the RIPCA Minority Advisory Board.	RIPCA Strategic Planning Committee	June 2011
Establish a statewide process to receive complaints.	RIPCA Strategic Planning Committee	June 2011
Review CALEA standards and CALEA certified agencies to ensure compliance with best practices.	RIPCA Strategic Planning Committee	June 2011
Create a brochure explaining the complaint process.	RIPCA Strategic Planning Committee	June 2011
Develop a process to ensure	RIPCA Strategic Planning	June 2011

availability of complaint forms and brochures at police departments, department web sites, and other municipal/state buildings.	Committee	
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***Goal 5: Encourage all police departments to evaluate traffic stops quarterly, to identify patterns of biased treatment by police officers, and to annually evaluate police trainings, policies, and procedures for performing traffic stops.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Create a committee to determine methods for data collection and analysis.	RIPCA Strategic Planning Committee	December 2009
Develop a model policy that encourages data collection and analysis.	RIPCA Strategic Planning Committee	December 2010
Work with RIDOT/RIOHS on issues surrounding e-citation and data collection by police departments.	RIPCA Strategic Planning Committee	December 2011
Provide training through the SCPCD to assist departments to comply with these recommendations and train officers on data collection and reporting.	RIPCA Strategic Planning Committee	On-going
Work with the statewide information management provider to create an electronic method to collect data.	RIPCA Strategic Planning Committee	On-going

***Goal 6: Develop a Public Information and Education (PI&E) program to maintain open communication with the community.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Establish procedures for disseminating information.	RIPCA Strategic Planning Committee	June 2010
Issue periodic press releases on the progress of the strategic plan.	RIPCA Strategic Planning Committee	June 2010
Develop a brochure on “How Law Enforcement Performs its Job” and coordinate with media for public dissemination.	RIPCA Strategic Planning Committee	June 2010
Establish a method at RIDMV and during driver’s education	RIPCA Strategic Planning Committee	June 2010

classes to disseminate the responsibilities of law enforcement during a motor vehicle stop.		
Partner with all minority groups/associations to participate in PI&E.	RIPCA Strategic Planning Committee	June 2010

**Goal 7: Work to develop a police selection process that meets the needs of contemporary policing strategies and practices that promote bias-free policing.**

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Identify psychological testing strategies that measure discriminatory personalities.	RIPCA Strategic Planning Committee	June 2012
Identify methods to measure police candidates' levels of cross-cultural competence.	RIPCA Strategic Planning Committee	June 2012
Provide training to department personnel responsible for recruitment and selection activities, i.e., EEOC, ADA, agency requirements, etc.	RIPCA Strategic Planning Committee	On-going
Encourage police departments to develop a recruitment plan, and to review and revise that plan when necessary.	RIPCA Strategic Planning Committee	Immediate
Encourage police departments to participate in an annual job fair sponsored by the RIPCA.	RIPCA Strategic Planning Committee	Immediate
Establish a statewide objective of attracting diverse job applicants.	RIPCA Strategic Planning Committee	Immediate
Encourage all police departments to participate.	RIPCA Strategic Planning Committee	Immediate

**Goal 8: Establish a model policy recommending the adoption of early intervention systems (EIS).**

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Identify the functional elements of an EIS.	RIPCA Strategic Planning Committee	December 2011
Utilize existing best practices.	RIPCA Strategic Planning Committee	December 2011
Seek input and approval from all stakeholders.	RIPCA Strategic Planning Committee	December 2011
Develop and/or recognize	RIPCA Strategic Planning	December 2011

available software programs to document the EIS and identify recurring offenders.	Committee	
Conduct training for supervisors, training officers, etc. that will tailor the EIS to agency needs.	RIPCA Strategic Planning Committee	December 2011
Provide training to supervisors, etc., on the EIS.	RIPCA Strategic Planning Committee	December 2011
Recommend that all departments incorporate the EIS as a standard management practice.	RIPCA Strategic Planning Committee	December 2011

***Goal 9: Establish a model policy governing the use of all audio and visual recording devices.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Conduct a review of best practices.	RIPCA Strategic Planning Committee	December 2010
Adopt a policy.	RIPCA Strategic Planning Committee	December 2010
Provide training to law enforcement on the proper use of audio and visual recording devices, including the consequences for misuse.	RIPCA Strategic Planning Committee	December 2010
Recommend that all departments adopt the policy.	RIPCA Strategic Planning Committee	December 2010

***Goal 10: Develop a statewide policy that encourages every department to identify a “Police/Community Advocate” that will help with the transparency of police practices.***

<b>Specific Task to be Completed</b>	<b>Participants Responsible</b>	<b>Time Frame</b>
Develop, provide, and encourage participation in training at the SCPD on the role of the Police/Community Advocate.	RIPCA Strategic Planning Committee	June 2011 (on-going)