Report

Deliberative Forums on Selecting a New Police Chief for the City of Pittsburgh

Submitted to The Pittsburgh Foundation and the City of Pittsburgh

By

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1. Executive Summary

Throughout the summer of 2014, six public forums provided the citizens of Pittsburgh with an opportunity to participate in the process of selecting a new Chief of Police. During these forums, residents from each of Pittsburgh's six policing zones shared their ideas about how to improve policing in Pittsburgh, identified their priorities, and discussed the qualities they believe are essential in the new Chief of Police.

These deliberative forums were intended to achieve three goals:

1. Gather information from residents to inform the work of a screening committee of community leaders gathered by Talent City, an initiative of The Pittsburgh Foundation. The results will be given to a search committee tasked with developing a list of candidates for the Mayor to consider.

2. Introduce Public Safety Councils to a model of citizen engagement that they could employ for meetings in their zones.

3. Advance a goal endorsed by Mayor Bill Peduto to make the City of Pittsburgh a recognized leader in using deliberative public engagement as a means to gather citizen input (recommendations in the 2013 Pittsburgh Civic Health Index).

The forums employed Deliberative Democracy protocols, which are designed to discover what people think about an issue after they have engaged alternative perspectives in a deeply deliberative process. To organize these forums, The Pittsburgh Foundation enlisted three consultants with experience implementing Deliberative Democracy protocols at the neighborhood level; these consultants worked with the Office of Mayor Bill Peduto, the City of Pittsburgh's Department of Public Safety, and the citizen-led Public Safety Councils in each of Pittsburgh's policing zones.

This report provides a general introduction to the principles and the key elements of deliberative forums, followed by a description of the specific process employed for the deliberative forums on selecting a new Chief of Police. The report then presents cumulative results from all of the participants' exit surveys, selected comments from these surveys, discussion of the questions participants posed to a resource panel at the forums, and discussion of information gathered from the moderator's who facilitated the forum's small-group discussions.

Information about the forums was publicized through newspapers, flyers, and social media resources. Relevant city resources as well as the Presidents of the Public Safety Councils engaged in outreach activities. All residents who showed up at a forum were able to participate. The participants formed a 'convenience sample' that was diverse and not driven by any particular special interest group. Two hundred and forty residents completed exit surveys during the six forums.

Key Findings from the Deliberative Forums

- Exit surveys provide validation for the selection criteria proposed by Mayor Peduto, all of which were identified as important by all or almost all participants at every forum.

- No additional or alternative selection criteria were proposed in participants' exit surveys. However, notes from the forum's small-group discussions and information shared by the resource panelists suggest an additional selection criteria should be considered: Candidate's ability to develop collaborations with a community's non-law enforcement agencies

- Participants identified the following priorities for the new Chief of Police: repairing community-police relations; creating a more diverse police force with increased visibility in communities; targeting crime reduction on violence, gun use and trafficking, and drug sales.

- The qualities and skills participants identified as important include personal qualities, such as integrity, empathy, respectful, and professional skills, including experience both as a rank-and-file officer and as a leader, experience implementing effective community-oriented policing strategies with diverse communities, and experience using technology to prevent and solve crime.

- Participants indicated that citizen involvement in helping to realize a vision of Policing in Partnership with Communities should include the following: citizens should become more engaged and encourage others to engage in block watches and Public Safety Council activities, citizens should work to create relationships of mutual respect between the police force and community members, and citizens should collaborate with police to develop goals and strategies for reducing crime.

- Participants indicated that the deliberative forum was helpful and that it enabled them to develop a better understanding of the issues, helped them to identify their community's priorities, and introduced them to perspectives they had not previously considered.

2. Deliberative Forums: Elements, Principles, and Benefits

2.1 Elements of a Deliberative Forum
The six elements of a deliberative forum, detailed in the figure below, provide the resources citizens need to develop an opinion informed by relevant facts, expert information, and an understanding of how issues and policies affect others in their community.
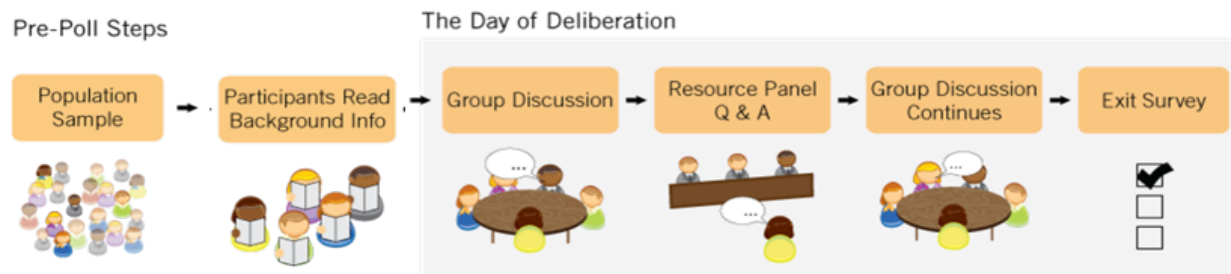
1. Organizers recruit a diverse group of participants
2. Participants receive background materials offering basic information and a balanced overview of various perspectives on an issue
3. Participants engage in small-group discussions facilitated by trained moderators
4. After deliberating, each small group formulates questions that are addressed by a resource panel of people with expertise on the issue
5. After listening to responses from the Resource Panel, participants return to small groups and reflect on the information provided by resource panelists
6. Participants complete an exit survey.

2.2 Principles for a Deliberative Forum

- Participants engage difference as a source of wisdom: Deliberative forums are not designed to achieve consensus or agreement among participants. Instead, deliberative forums help participants develop their understanding of alternative views. Peoples' experiences give them a *particular wisdom* and insight on issues. Deliberative forums help people share their particular wisdom so that all those involved can develop a more comprehensive *collective wisdom* about issues.

- Participants share reasons: Deliberation involves more than people making statements. During deliberative forums, trained moderators help people to share the reasons why they make the statements that they do. In addition, moderators encourage participants to interact directly with one another: to build on, respond to, and ask questions about what others are sharing.

2.3 Benefits of a Deliberative Forum

- Participants receive relevant facts, expert information, and an understanding of how issues and policies affect others in their community
- Participants enrich their understanding of their own perspective.
- Participants develop an understanding of new or alternative perspectives.
- Participants develop a more comprehensive collective wisdom about the issues.
- Participants practice skills of civil deliberation.

3. Forums on Selecting a New Chief of Police

3.1 Recruitment

The forums were open to all who wished to participate. They were hosted by the citizen-led Public Safety Council in each of Pittsburgh's six policing zones. Information about the forums was publicized using flyers, e-mail blasts, and social media resources, such as Nextdoor. In addition, information about the forums appeared in the *Pittsburgh Post-Gazette* and neighborhood newspapers, such as the *South Pittsburgh Reporter.* Recruitment activities were supported by the Public Safety Council Presidents, the Mayor's outreach staff, and the Public Safety outreach staff as well as community resource officers. Neighbors were strongly encouraged to tell other neighbors about the meetings.

3.2 Background Materials

When participants arrived for the forum they received a packet containing the following: background materials for the event, short biographies of each member of the Chief of Police Screening Committee, an agenda for the forum, and an explanation of how the forum was structured (see appendices). Background materials for the forums introduced residents to four priorities and five selection criteria, each of which is related to the vision of "Policing in Partnership with the Community". The background materials also included three questions that served as the agenda for the small-group discussions during the forum:

1. What priorities does your community need the new Chief of Police to address?
2. What qualities and skills does your community need the new Chief of Police to have?
3. What can you and others in your community do to help realize the vision of Policing in Partnership with the Community?

3.3 Small-Group Discussions and Moderators

After registering for the forum and receiving their packet of background materials, participants were assigned to a table for small-group discussions. Five to seven participants were assigned to each table, which was staffed by a trained moderator who facilitated discussion. Over the course of fifty minutes, moderators guided participants through a discussion of four topic areas. Participants initially discussed five selection criteria described in the background materials, and they then were asked to comment on these criteria and the priorities identified in the background materials as they discussed each the three questions introduced above.

Moderators were all volunteers recruited by the deliberative democracy consultants hired by Talent City. These consultants worked through their contacts at Carnegie Mellon's Program for Deliberative Democracy, Coro Pittsburgh, the Dialogue and Resolution Center at the Center for Victims, the League of Women Voters of Greater Pittsburgh, the Mediation Council of Western Pennsylvania, A+ Schools, the Sprout Fund, Public Allies, NAACP and ULYP (Urban League Young Professionals). Those who volunteered had prior facilitation experience, and they received additional training on how to facilitate deliberative dialogue, which was conducted by the forum's lead facilitator.

3.4 Resource Panel

After deliberating in small-groups, the participants at each table formulated and agreed to two questions that they would like to address to panel. This was the only point on which the participants needed to have consensus. The second question was held in reserve should other questions be similar to one of the ones they formulated.

The panel recruited by Talent City consisted of Frederick W. Thieman, Chair (President, The Buhl Foundation), Curby Anderson (Pittsburgh Public School graduate, Perry High school, Hear Me Project), Wayne Babish (Retired, Former Chief of Police, Brentwood), Erin Dalton (Deputy Director, Allegheny County Department of Human Services), Valerie Dixon (Court Appointed Advocate, Prevent Another Crime Today Initiative), Richard Garland, MSW (Center for Health Equity, Department of Behavioral and Community Health Sciences), David A. Harris (Professor of Law, University of Pittsburgh, School of Law), James J. Malloy (Retired, Former President, Fraternal Order of Police) and LaToya Warren (Deputy Warden of Inmate Services, Allegheny County Jail).

Public Safety Director, Steven Bucar and at least five members of the Screening Committee attended each of the forums. During the moderated resource panel Q&A session, a representative from each table presented their table's question to the members of the resource panel, and it was left to each panelist to decide which questions he or she felt best qualified to answer.

3.5 Exit Surveys

After deliberating in small-groups and listening to how the resource panel responded to each table's question, participants completed a two-part survey. Part 1 included closed-ended and open-ended questions related to the forum's four topic areas. Part 2 included close-ended questions asking participants to evaluate the forum.

4. Cumulative Exit Survey Results

Results from the individual Police Zone Public Safety Council meetings are in the Appendix. The following summarizes the cumulative results of over two hundred and forty residents who completed the exit surveys during the six forums. The questions fell into three categories: An assessment of the selection criteria, feedback on community needs and responsibilities relating to the roles and responsibilities of the new police chief, and an assessment of the deliberative process itself.

4.1 Exit Survey: Questions and Responses for Topic One – The Selection Criteria

The first question on the survey was a closed-ended question that asked participants to rate the importance of each of the five selection criteria identified as important by Mayor Peduto. These criteria were described in the background materials that each participant received. As revealed in the table below, nearly all of the participants indicated that each of the five criteria was important.

Please check the box that best reflects your opinion on the following search criteria:	Important	Somewhat Important	Not Important
Personal and Professional Integrity	217	13	0
Experience working successfully with diverse communities and populations	225	7	0
Experience employing evidence-based strategies of community collaboration and law enforcement	172	43	2
Experience using data collection and technology to devise and implement strategies that target law enforcement resources towards the small number of people that commit crime	152	68	5
Experience developing and maintaining a force whose officers have the training and skills needed to work in and with diverse communities	213	14	1

4.2 Exit Survey: Questions and Responses for Topics Two, Three, and Four

Questions related to Topics Two through Four were open-ended. These questions encouraged participants to move beyond individual preferences to consider themselves as citizens within a community and to identify their community's priorities, their community's needs, and what actions members of their community could take to address these needs in cooperation with the new Chief of Police.

After each forum, the individual responses provided by participants were reviewed by a staff member in the Office of Mayor Peduto. This staff member created an initial report identifying the topics, themes, and ideas that emerged from the participants' responses. The six Zone reports in the Appendix contain these summaries. Working from these initial reports, the developers of this report created a cumulative list of the topics, themes, and ideas that emerge from all six forums.

In their responses to these questions, participants did not identify any new selection criteria. Instead, participants provided further details that reveal their understanding of the priorities and selection criteria detailed in the background materials.

Topic 2
What priorities does your community need the new Chief of Police to address?

1. Repair relationships with communities by
   - Being visible be in the communities (e.g., walking police)
   - Building relationships with citizens
   - Getting to know members of the community
   - Creating stronger connections with youth
   - Increasing strategies for accountability
   - Insuring police treat citizens with respect

2. Make changes to police force/police operations
   - Create more diverse force, including bilingual officers
   - Ongoing training for officers, including mandatory diversity training
   - Assign more experienced beat officers to tough areas
   - Increase police visibility in communities.

3. Target crime reduction on
   - Violence
   - Gun use and trafficking
   - Drug sales
   - Prostitution

Forum Topic 3:
What qualities and skills does your community need the new chief of police to have?

1. Personal qualities and skills
   - Integrity
   - Good social skills
   - Respectful
   - Empathetic
   - Charismatic
   - Well-respected

2. Professional qualities and skills
   - Integrity
   - Well-respected and experienced leader, including moral leadership
   - Experience implementing effective community-oriented policing strategies
   - Experience as a rank-and-file officer
   - Experience successfully implementing crime *prevention* strategies
   - Experience using technology to prevent and solve crimes
   - Experience using technology and a variety of media to communicate and collaborate effectively with diverse audiences
   - Experience working effectively with diverse cultures.

Forum Topic 4
What can you and others in your community do to help realize the vision of " Policing in Partnership with the Community"?

1. Become more engaged and encourage others to engage in public safety councils, block watches, and town hall meetings/public forums.

2. Work to create relationships of mutual respect between the police force and community members by
   - Communicating with youth
   - Bringing more police into community settings and schools for open dialogue
   - Developing more personal relationships with officers
   - Supporting police when they're doing things well.

3. Work to develop collaborative relationships between police and citizens by
   - Establishing joint goals
   - Devising strategies to target problem people and problem areas
   - Informing police about suspicious activity.

Selected Participants' Comments: Qualities and Skills in New Chief of Police

- [The Police Chief needs a] willingness to stand against [the] power in [the] FOP/administration/local leaders for what communities need locally.
- [The Police Chief needs to have] the integrity to draw the line on the use of military weapons against residents like sound cannons and drones."
- Be available to the public at large not just the news media and his boss, the mayor.
- [The new Chief of Police] needs the ability to work with folks from all walks of life and one who can better understand our young people."
- Above all the police chief must be focused on crime prevention by building strong relationships with communities—all communities.
- Addressing the fear that exists within [the] Latino and other immigrant communities about contacting the police (fear too little English and lack of immigration documents).
- Have a chief who understands how the city is evolving. Realize that the population (and city police force) is changing! Latino communities in Beechview, Brookline, and South Oakland have sprung up with the past 10-15 years. Bhutanese, Nepali immigrants in Carrick have arrived in recent years. The GLBT community has become more visible within the past few decades [.....]
- The new chief must establish on-going cultural and diversity training that reflects how the city is evolving. Similarly, they will make minority officers (whether that's racial, sexual orientation, ethnic) feel better to interact with their own colleagues and superiors on the force.
- [The Chief of Police] needs the ability to devise a plan for each and every community that takes cultural differences into effect.
- [The Chief of Police needs an] understanding of human behavior [and be] willing to be a presence in the community.
- [The new Chief of Police needs] the ability and desire to bridge the gap between community members and law enforcement, and an intrinsic propensity towards change for the betterment of us all.

4.3 Exit Survey: Participants' Evaluation of the Deliberative Forum

In all six exit surveys, participants indicated that the deliberative forum was helpful. It enabled them to develop a better understanding of the issues, helped them to identify their community's

priorities, and introduced them to perspectives they had not previously considered. Participants also indicated that, following the forum, they would seek to become more informed and more engaged in police-and-community relations.

How helpful did you find:	Not at All	A Little	Somewhat	Very
Design and organization of the event?	2	14	68	118
The small group discussions?	2	15	57	130
The resource panel?	1	14	68	124

How much did the Community Conversation:	Not at All	A Little	Somewhat	Very
Give you an understanding of the important issues involved in selecting a new police chief?	3	13	21	121
Help you identify priorities and opportunities that you and your community should consider in realizing the vision of Policing in Partnership with the Community?	4	25	78	107
Cause you to consider points of view that you had not previously considered?	3	30	78	111

Following this Community Conversation, will you seek become informed and more engaged in Police and Community relations?	Definitely Yes	Probably Yes	Probably Not	Definitely Not
	118	74	10	4

Given what you now know, would you have still participated in this Community Conversation?	Definitely Yes	Probably Yes	Probably Not	Definitely Not
	139	54	5	5

Selected Participants' Comments about the Forum: General
- People seemed to speak honestly.
- For the group size and subject matter, this design was optimal.
- Nice blend of backgrounds and attitudes.
- The more opportunities like this I take advantage of, the more proud I am to be a Pittsburgh resident. Thank you Mayor Peduto and staff.
- I had many more important questions and statements that I would have like[d] to get answered.
- I enjoyed the different opinions.
- [The Community Conversation] gives me more information and makes [me] get involved.
- We can talk and come to meetings, but they need to be translated into Spanish/speak Spanish.

- These kinds of meetings should be made routine.
- We had important conversations at the table with stories and suggestions that will not be heard by the panel because we were forced to ask questions instead of giving direct input.
- The small group discussions were great! Everyone got a chance to speak and be heard.
- This [Community Conversation event] was a great start.
- This type of forum should not only [be held] when there is a police chief search, but as a matter of course.

As seen in the quantitative data and throughout the comments, the overall evaluation of the process was very good. Some comments above suggest that participants need to be aware that online options like MindMixer allow for further public input beyond the Q&A session with the panel and that the comment sections in the participant surveys also allow for more input and insight. At bottom, these kinds of deliberative forums should be seen as *hybrid* events with both public deliberation and online comment.

Selected Participants' Comments about the Forum: Resource Panel
• [It's] good to know the panel has resources to vet the candidates for Pittsburgh Chief of Police. Let us all think out the box and totally flip the script.
• I was happy to hear that the resource panel is strongly committed to community policing and good race relations, but I wanted much more specifics on how they intend to identify those qualities in a candidate. Our group specifically asked for this and learned nothing of the sort.
• It was unclear how much power the panel had to influence the selection. Their answers (and the questions they received) were irrelevant if they don't have much power.
• It would be helpful to hear more about specific issues the panel wants the Chief to work on.

5. Overview of Resource Panel: Participant's Questions and Panelists' Responses

At the forums each small group developed questions for a resource panel made up of the Public Safety Director, Steven Bucar, and the members of the Screening Committee recruited by Talent City. In addition to their exit survey responses, these questions reveal some of the challenges, priorities, and needs the participants identified as important. Moreover, the panelists' responses provided participants with a clearer sense of the Screening Committee members' priorities and their understanding of the selection criteria. As a result, the question-and-answer sessions with the resource panel increased the transparency of the selection process.

5.1 Participants' Questions

Depending on the number of small-groups at each forum, the panel engaged between five and twelve questions. A list of the individual questions would reveal that, across the different forums, the questions from participants focused on three areas. Below is an overview of panelists' responses to each line of these three lines of questioning. Included with this overview are several sample questions within each line of questioning.

One line of questioning concerned details about how the Screening Committee intended to determine the qualifications of potential candidates. This grouping would include many of the questions raised at each forum. A second line of questioning concerned the Screening Committee member's individual commitment to specific selection criteria. Significantly, it is among these questions and the responses that they elicited from panelists that two selection criteria not mentioned in the background materials or the participants' exit surveys became topics of discussion. A third line of questioning concerned the process Mayor Peduto had developed for selecting the new Chief of Police.

5.2 Questions about How the Screening Committee Would Determine Candidate's Qualifications

Participants requested details of how the Screening Committee intended to assess a candidate's qualifications beyond the resume submitted. In phrasing these questions, some participants stated their concerns outright, while others employed or even quoted language used in the background materials prepared for the forum.

Sample Questions: How the Screening Committee Would Determine Candidate's Qualifications?

- We want a candidate who has the integrity and experience working through the issue of snitching with youth, the community, and the FOP. How will you assess this in a candidate?
- What are the criteria in evaluating a candidate's ability to "demonstrate that effective law enforcement and neighborhood partnerships are the norm for high performing police departments"?
- How do you identify a candidate with moral leadership and ability to treat all fairly from a resume?
- What criteria will you use to ensure the new police chief is skilled in Community Policing?

When addressing questions such as these, some panelists referenced their background, experience, and knowledge as important resources. Panelists stated that by drawing on these resources they would be able to determine whether a candidate had practical experience relevant to certain criteria or whether they were padding their resumes with important terms describing policing strategies they knew little about.

Moving beyond their own abilities to tease out underprepared candidates, several panelists answered these questions by emphasizing three tactics that they planned to employ: 1) speaking about potential candidates to colleagues within their national professional networks, 2) speaking to people familiar with the candidate's work that the candidate did not list as reference, and 3) speaking to people in the communities where the candidate has worked to assess the type of relationships the candidate had developed and maintained with that community.

5.3 Questions about the Screening Committee Members' Commitments to Specific Selection Criteria

At each forum, at least one question asked the panelists about their commitment to certain selection criteria. In a similar line of questioning, panelists were asked to identify which of the selection criteria their background would encourage them to emphasize as they assessed candidates qualifications.

Sample Questions: Questions about the Screening Committee Members' Commitments to Specific Selection Criteria

- How much is community policing a priority for the committee?

- What do the panelists think is the most important characteristic of a new police chief?

- This is for every panelist: Given your own background and experience, what criteria do you think is most important for the new Chief of Police?

When responding to questions such as these, panelists emphasized their commitment to assessing a candidate's successful experience implementing evidence-based strategies generally and community policing strategies in particular. Panelists acknowledged that "community policing" could be a buzzword a candidate might use, and it would be important to assess what "community policing" meant for each candidate. Panelists also reflected on past efforts in Pittsburgh to implement community policing strategies, and they sought to explain the distinctions they understood between what had been attempted in the past and the more collaborative approach to community policing reflected in the vision of "Policing in Partnership with the Community."

During discussions spurred by this line of questioning, panelists identified a selection criteria not mentioned in the background materials: an ability to collaborate successfully with a community's non-law enforcement service agencies. Panelists identified this ability as important in their responses at several forums. However, while panelists emphasized the importance of a candidate's ability to collaborate with a community's non-law enforcement agencies as important, participants did not identify this ability as important in their exit surveys.

Within this line of questioning participants also introduced a selection criteria not mentioned in the background materials: residency requirements. Formulated in various ways, the question raised at several forums could be stated most simply as follows: Will the new Chief of Police be required to live in the City of Pittsburgh? When presented with this question, panelists discussed the pros and cons of residency requirements; however, all the panelists who responded to the question stated clearly that they did not consider a candidate's willingness to reside within the city limits to be an important requirement. Although this requirement emerged as a point of discussion during the resource panel at several forums, participants did not readily identify it as important in their exit surveys.

5.4 Questions about Mayor Peduto's Selection Process

Many questions involved participants seeking more information about the broader strategy the Mayor planned to deploy in his search for the new Chief of Police. In particular, participants were concerned that residents continue to have a chance to provide input beyond what they would provide through the deliberative forums. Responses to these questions helped participants better understand the selection process. In particular, the responses emphasized the role of the Screening Committee as, in part, carriers of the residents' views as the process continued beyond the forums.

Sample Questions: Questions about Mayor Peduto's Selection Process
• How is the screening committee gathering your pool of candidates who have the necessary experience specific to addressing Pittsburgh's unique challenges? • How are screening committee members incorporating input from police officers about what is most relevant for them in a police chief? • To what extent will citizen input be used to determine hiring?

In response to questions relating to the role of the screening committee and the selection process in general, it was noted that one track involved a professional firm conducting a relatively standard executive search campaign to identify and recruit candidates for the Screening Committee to consider. (In addition to the work of this professional firm, candidates could submit resumes themselves in response to the job posting that had appeared in numerous print and online locations, including those directly concerned with law enforcement recruiting. Panelists also explained that they were reaching out within their own professional networks to identify and recruit candidates.)

The second track involved the Mayor's concerted effort to gather views and ideas from residents. This second track included the deliberative forums and the online MindMixer portal. It was emphasized that the presence of the Screening Committee members as the resource panel at the forums was intended to insure that residents' views would be carried through to the next stage of the selection process. As numerous panelists also affirmed, the panelists understood that their role at the forum was not just to answer questions. In addition, they understood that the forums were preparing them to serve as the "voice" of residents in the selection process.

6. Moderator's Debriefing

After the forum ended, the lead facilitator conducted a debriefing of the moderators. These debriefings focused on three areas: content, quality of interaction, and challenges. In addition to their verbal comments during these debriefing sessions, several moderators provided notes they took of the discussion in their small groups. The information below is drawn largely from the moderator's verbal comments, with supporting details related to content provided by moderator's notes. For the purposes of this report, we will focus on the content and quality of the interaction. The challenges brought up by the moderators will be incorporated in moderator materials to be used in future events.

6.1 Content of Small Group Discussions

In relation to content, moderators were asked to identify any topics that did not emerge in the question- and-answer session with the resource panelists. This section of the report focuses on introducing additional information that emerged in the small group discussions but was not identified in the participants' exit surveys or discussed in the overview of the resource panel provided in the previous section of this report.

As they did in the exit surveys, in the small groups, participants' suggested strategies for developing better police-community relations. Suggestions included informal gatherings, such as "Coffee with Cops" sessions, and special events, such as "Trick or Trunk," which would involve police officers filling the trunk of their cruisers with candy to distribute at Halloween. In addition to discussing fun and informal ways to develop better relationships, participants

suggested more extensive efforts, such as Camp Cadet, which one participant described as a week-long immersive program that would help citizens—especially youth—better understand the job of a police officer. According to this participant, such a program would facilitate better police-community relationships while also serving as a means for recruiting a more diverse police force. In many ways, the current Citizen's Police Academy already fulfills this role. The comment indicates the importance of this program and also a need to make more people aware of it.

Discussions in the small groups also provide a better understanding of the nature of participants' concerns. For example, in terms of repairing police-community relationships, participants at one forum focused on the smallest details of police-community interactions. In particular, they asserted that police do not make eye contact with residents. They saw this lack of eye-contact as emblematic of a lack of respect, but they also identified it as a small thing that, if changed, could potentially have a big impact on improving police-community relations.

In addition to small details, participants identified a concern about police tactics, which were discussed at several forums in relation to a distinction between prevention and enforcement strategies. As indicated in the exit surveys, participants at several forums emphasized the need for strategies that targeted problem people and problem areas. However, as expressed most succinctly by participants at one of the forums, some residents are concerned that the police are becoming a "paramilitary" force that employs military-style tactics and weapons.

As a contrast to what participants identified as troubling enforcement strategies, participants discussed the importance of prevention strategies founded in strong police-community relations. In the view of participants, developing better relationships will require a police force that gets to know the good people in communities rather than only focusing their attention on bad actors. For their part, residents would need to make an effort to get to know police officers, champion their good works, and provide them with support to work in communities and with a community's residents.

 The ability to work with a community's non-law enforcement agencies also emerged as a point of discussion in the small groups at several forums. As noted above, this ability was identified as important by several resource panelists, but it does not receive mention in participants' exit surveys. However, in their small group discussions, participants mentioned the importance of selecting a Chief of Police with experience collaborating with non-law enforcement agencies. For example, participants at one forum thought it important for the new Chief of Police to recognize the law enforcement implications of activities overseen by other city services, such as building inspections. Participants believed there was potential for the Chief of Police to develop prevention strategies that relied on collaborations between the police and non-law enforcement city services. In addition, participants at several forums suggested that prevention efforts pursued jointly by police and community members should also seek to take advantage of resources that could be provided by the many universities in Pittsburgh. During their small-group discussions, participants indicated their desire for a Chief of Police that at best had experience or at least had the willingness to look beyond law enforcement agencies for possible collaboration opportunities.

6.2 Quality of Small Group Discussions

The exit surveys reveal that most participants found their participation in the forums valuable. Information provided by the moderators adds details to the participants' evaluations of the forum. Based on statements participants shared with their individual moderators, participants were engaged in the process; they felt that the forum provided a real opportunity for their voices to be heard and their opinions to be valued. For their part, according to the moderators' assessment, participants capitalized on the opportunity provided by the forum.

In the assessment of one moderator who facilitated small group discussions at four of the six forums, participants were able to engage in "their" conversation. This assessment is supported by other moderators, who noted that participants were able to move beyond briefly stating opinions at one another and towards a more "authentic" engagement with one another. This was indicated, for example, by participants sharing reasoning grounded in examples from their own experiences. In addition, moderator's indicated that participants responded to one another's contributions in supportive but sometimes challenging ways. Disagreements among participants were engaged, discussed, and clarified as participants sought to understand alternative perspectives without attempting to persuade others towards changing their views.

7. Moving Forward

7.1 Public Safety Councils

Police Zone Public Safety Councils are resident led, community public safety groups whose mission is to enhance the safety and quality of life for residents and businesses within each police zone. The Zone Councils work closely with residents, police and all public safety personnel to promote strategies that will mitigate resident safety concerns. Meetings are held on a regular basis and are open to all.

As a result of the increased participation in and positive appreciation of these deliberative forums, the Zone Council Presidents to want more information on how these deliberative forums can be used to identify and develop strategies to reduce crime in the zones.

Next steps would be to schedule a presentation on the process at each Zone council meeting in September (perhaps offered by Tim Dawson). A discussion of this model of civic engagement might encourage residents to talk about to how use this process in future meetings. One assistant police chief even suggested using facilitated small group discussions in a city-wide public safety meeting scheduled for October to identify top concerns across the city and having public safety department directors as the resource panel.

7.2 Deliberative Democracy

The ability of the city to augment traditional town hall meetings and public comment periods with deliberative forums was demonstrated in the Public Safety Council meetings. We are already working with the City's Sustainability Manager, Grant Ervin, in conjunction with

Carnegie Mellon's Steinbrenner Institute and the Engineering and Public Policy Department to hold a public forum on green initiatives this Fall.

By *institutionalizing* these practices at the level of local and city government we are going a long way toward making Pittsburgh a center for deliberative democracy.