

Spring 2016

# Reducing Brutality Through Improved Police-Community Relations

Karl A. Fenster

Central Washington University, ka.fenster@gmail.com

Follow this and additional works at: [http://digitalcommons.cwu.edu/undergrad\\_hontheses](http://digitalcommons.cwu.edu/undergrad_hontheses)



Part of the [Law Enforcement and Corrections Commons](#)

---

## Recommended Citation

Fenster, Karl A., "Reducing Brutality Through Improved Police-Community Relations" (2016). *Undergraduate Honors Theses*. Paper 3.

This Thesis is brought to you for free and open access by the Student Scholarship and Creative Works at ScholarWorks@CWU. It has been accepted for inclusion in Undergraduate Honors Theses by an authorized administrator of ScholarWorks@CWU.

Running head: REDUCING POLICE BRUTALITY

Reducing Brutality Through Improved Police-Community Relations

Karl Fenster

Senior Thesis

Submitted in Partial Fulfillment of the Requirements for Graduation

Arts & Humanities Honors Program  
The William O. Douglas Honors College  
Central Washington University

May 2016

Accepted by:

\_\_\_\_\_ 5/25/16

Shaffer Claridge, Adjunct Professor, Law and Justice Dept. Date

\_\_\_\_\_ 5/25/16

Charles E. Reasons, Professor, Law and Justice Dept. Date

\_\_\_\_\_ \_\_\_\_\_  
Director, The William O. Douglas Honors College Date

### Abstract

This paper responds to negative public perceptions of United States law enforcement agencies. The research in this paper addresses six areas of policing reforms that have the potential to positively impact police-community relations: (1) building trust and legitimacy, (2) policy and oversight, (3) technology and social media, (4) community policing and crime reduction, (5) officer training and education, and (6) police-media relations. This paper reviews the existing literature in each topic area. The purpose of each literature review is to more accurately understand possible solutions to the widespread distrust of police and the issue of police brutality. This paper makes its own recommendations for how United States law enforcement agencies can successfully improve police-community relations and reduce occurrences of brutality. The recommendations made at the end of this research are applicable to all federal, state, and local law enforcement agencies across the country. Ultimately, it is the thesis of this research that improvements to police-community relations will lessen the necessity of police force and effectively reduce brutality.

## Table of Contents

Title Page	1
Abstract	2
Table of Contents	3
Introduction	4
Literature Review	6
Building Trust & Legitimacy	6
Final Report of the President’s Task Force on 21 <sup>st</sup> Century Policing	6
IACP National Policy Summit on Community-Police Relations	11
Policy & Oversight	13
Final Report of the President’s Task Force on 21 <sup>st</sup> Century Policing	14
Citizen Oversight Committees in Law Enforcement	18
Technology & Social Media	22
Final Report of the President’s Task Force on 21 <sup>st</sup> Century Policing	23
Considering Police Body Cameras: Developments in the Law	26
Social Media and Police Leadership	31
Community Policing & Crime Reductions	34
Final Report of the President’s Task Force on 21 <sup>st</sup> Century Policing	34
Community Policing: A Framework for Managing the Use of Force	38
Officer Training & Education	40
Final Report of the President’s Task Force on 21 <sup>st</sup> Century Policing	40
The Impact of Higher Education on Police Officer Attitudes Regarding Abuse of Authority	45
Police-Media Relations	47
Police and Media Relations: How to Bridge the Gap	48
Conclusions	50
Appendix	65
References	78

### Reducing Brutality Through Improved Police-Community Relations

Ever since the introduction of police forces to United States (U.S.) cities in the mid-1800s, conflict has existed between certain populations of the public and the police who serve them. Law enforcement agencies during the 1800s were heavily entrenched in local politics, which made them susceptible to corruption (The History of Policing, 2013, p. 6). Reforms in the early and mid-1900s attempted to remedy this issue through the implementation of several reforms that established standards for recruiting, hiring, and promoting officers rather than allowing politicians to appoint individuals based on their willingness to promote specific political agendas (The History of Policing, 2013, p. 8-9). Other reform efforts that occurred in the mid-1900s were based heavily on traditional models of policing that focused on serious crime rather than social disorder or quality of life issues (The History of Policing, 2013, p. 11). Such reforms fail to inspire cooperative efforts between law enforcement agencies and citizens (The History of Policing, 2013, p. 11). The use of traditional policing practices paired with social unrest has largely contributed to the conflict between police and citizens (The History of Policing, 2013, p. 11).

While the U.S. has taken significant strides toward eliminating police-civilian conflict, many of the same issues that have historically contributed to a lack of public trust in law enforcement agencies continue to plague American society. Several factors that influence public perceptions of law enforcement agencies include: formal and informal contacts with police officers, perceptions of neighborhood crime and disorder, media projections of the police, access to police resources, etc. However, one of the factors that appears to spur the most distrust in police is the issue of brutality or excessive force. Law enforcement is the only profession in American society where the use of force is deemed constitutional if it is both reasonable and

necessary for accomplishing a police purpose. Unfortunately, if an officer uses an unreasonable amount of force, he or she is unconstitutionally violating the rights of an individual in a potentially permanent manner.

In 2014 and 2015, several nationally broadcasted incidents of excessive force refreshed the issue of police brutality and the necessity of improving police-community relations. The death of Eric Garner in 2014, the death of Michael Brown in 2014, and the death of Freddie Gray in 2015 largely contributed to the widespread push for police reform. Immediately following each occurrence, cities across the U.S. erupted into protest with some being peaceful and others taking a more aggressive tone. The major questions raised by these instances of excessive force involved racial bias and the inability of the justice system to hold law enforcement officers accountable for their actions. Nevertheless, the protests that emerged from the deaths of Eric Garner, Michael Brown, and Freddie Gray reminded the U.S. of its need for police reform. This paper is largely a response to the nationwide protests for police reform that resulted from the deaths of the aforementioned individuals, as it performs a review of the current literature regarding best policing practices.

Ultimately, it is the thesis of this paper, that improvements in police-community relations will reduce the necessity of police force and effectively reduce occurrences of brutality. However, in order for police-community relations to improve, law enforcement agencies need to address issues within six main areas of focus. The *President's Task Force on 21<sup>st</sup> Century Policing* (2015) provides five of these topics including: (1) building trust and legitimacy, (2) policy and oversight, (3) technology and social media, (4) community policing and crime reduction, and (5) officer training and education. However, this research also addresses a sixth area of concern: police-media relations. This paper will review current literature regarding best

policing practices for these six topic areas and then make its own recommendations to federal and state law enforcement agencies that address the issue of excessive force on a full spectrum. The recommendations submitted at the end of this paper intend to remedy the issues caused by previous policing reforms by inspiring cooperative relationships between law enforcement agencies and civilians. While the United States of America may never be free of police brutality, it is the responsibility of this nation to combat this issue and bring peace to its citizens and the law enforcement officers who serve them.

### **Literature Review**

#### **Building Trust and Legitimacy**

Events in recent years (2014 and 2015) have left communities in the United States with widespread distrust in the officers who serve them. Cases such as the deaths of Michael Brown, Eric Garner, and Freddy Gray have detrimentally affected the public's trust in police by raising questions of racial bias and arguing the need for stricter measures of accountability. Ultimately, the major influences of police perceptions include: formal and informal contacts with police officers, perceptions of neighborhood crime and disorder, media projections of the police, access to police resources, etc. Because of this, building public trust in law enforcement is one of the most complex issues facing U.S. law enforcement agencies. The solution to building trust and legitimacy requires reforms from all six topic areas discussed in this paper. Ultimately, police-community relations will only improve when law enforcement agencies begin to rebuild a foundation of trust and legitimacy. Fortunately, several studies and reports have put forth recommendations to federal and state law enforcement agencies on different strategies of combatting the negative public perceptions of police.

**Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing.** On December 18, 2014, President Barak Obama signed an executive order establishing the Task Force on 21<sup>st</sup> Century Policing with the goal of identifying the best policing practices and offering recommendations to federal and state law enforcement on how those practices can effectively reduce crime and build public trust (Task Force, 2015, p. 1). The Task Force (2015) was created as a response to events such as the deaths of Eric Garner and Michael Brown and affirms the importance of lasting collaborative relationships between law enforcement agencies and the communities they serve (p. iii). The first topic discussed in the *Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing* is “Building Trust and Legitimacy” (Task Force, 2015). In this section, the Task Force (2015) makes nine recommendations for federal and state law enforcement agencies to adopt with the purpose of combating the lack of public confidence in police work. The recommendations made by the Task Force (2015) are displayed in Table 1.1 on page 65.

Most of the recommendations made by the Task Force (2015) address the issues in police culture that are most criticized in the media. The first of their recommendations calls for a change in police mindset (Task Force, 2015, p. 11). Over the past few decades, police officers have become more effectively equipped and organized to fight crime (Task Force, 2015, p. 9). However, the militarization of police forces has also contributed to the issue of public distrust. Through the adoption of a guardian mindset and procedural justice principles (i.e. treating people with dignity and respect, giving individuals a voice during encounters, maintaining neutrality and transparency in decision making, and conveying trustworthy motives), police will begin to nurture a change in police culture and hopefully promote a more positive view of themselves among the public (Task Force, 2015, p. 10-12).



The Task Force (2015) builds off of their first recommendation suggesting that police culture cannot be changed unless law enforcement agencies acknowledge the role of policing in past and present injustices and adopt new strategies of combatting such roles (p. 12). The Task Force (2015) uses the example of the Baltimore Police Department after the death of Freddy Gray (p. 12). In order to recognize and agree to change a culture of injustice, the Baltimore police created the Professional Standards and Accountability Bureau with the intention of eliminating corruption, increasing police accountability, and implementing new police practices (Task Force, 2015, p. 12). In addition, the Baltimore police appointed new appointed new department heads and implemented a use of force review structure (Task Force, 2015, p. 12).

The third recommendation by the President's Task Force on 21<sup>st</sup> Century Policing (2015) involves establishing a culture of transparency and accountability within law enforcement agencies (p. 12). In order to accomplish this, the Task Force (2015) suggests law enforcement agencies should make department policies available for public review and regularly post information about police activity on department website or social media (p. 13). Additionally, when serious incidents occur alleging police misconduct, the Task Force (2015) recommends agencies communicate with the media swiftly, openly, and neutrally (p. 13).

The President's Task Force on 21<sup>st</sup> Century Policing (2015) also recommends law enforcement agencies promote legitimacy within their organizations by applying the principles of procedural justice (p. 14). The theory behind this recommendation stems from the idea that organizations that promote internal procedural justice will more likely demonstrate external procedural justice (Task Force, 2015, p. 14). The Task Force (2015) provides two action items to accomplish such a task (p. 14). First, law enforcement agencies should include employees in the process of developing department policies and procedures; and second, law enforcement

agencies should incorporate procedural justice into the internal discipline process, placing importance on values adherence rather than adherence to rules (Task Force, 2015, p. 14).

The fifth recommendation asserted by the Task Force (2015) calls on law enforcement agencies to proactively promote public trust by initiating non-enforcement activities within communities that typically have higher rates of investigative and enforcement involvement from government agencies (p. 14). The reason the Task Force (2015) assigns this recommendation such importance is because often times the actions of a few label entire communities as lawless (p. 14). By initiating non-enforcement activities in such communities, law enforcement agencies allow themselves to build trustful relationships with the law-abiding citizens (Task Force, 2015, p. 14-15). Examples of non-enforcement activities include: police athletic leagues, coffee with a cop, cops and clergy, citizens on patrol mobile, students talking it over with police, the west side story project, officer residency programs, etc. (Task Force, 2015, p. 15). Ultimately, activities such as these allow community members to engage in dialogues with law enforcement that help agencies develop and evaluate policies and procedures more effectively (Task Force, 2015, p. 15). The Task Force (2015) also mentions law enforcement agencies should carefully consider their policies on physical control tactics against vulnerable populations because it can undermine public trust (p. 15-16).

The sixth recommendation issued by the Task Force (2015) asks law enforcement agencies to evaluate potential damages to public trust when implementing crime-fighting strategies (p. 16). As mentioned earlier, the militarization of law enforcement agencies has greatly increased the organizational ability to fight crime (Task Force, 2015, p. 9). However, crime-fighting strategies can have drastic effects on community trust in the police (Task Force, 2015, p. 16). Therefore, the Task Force (2015) recommends law enforcement agencies focus on

the potential for collateral damage on community trust and legitimacy when evaluating the effectiveness of crime-fighting strategies (p. 16).

The President's Task Force on 21<sup>st</sup> Century Policing (2015) also calls upon law enforcement agencies to track community trust in police just as they track changes in crime (p. 16). This particular recommendation is another method of promoting police transparency and accountability (Task Force, 2015, p. 16). The Task Force (2015) suggests law enforcement agencies partner with local universities to conduct surveys to measure the effectiveness of policing strategies, evaluate any negative impacts on the public's perception of police, and gain community input (p. 16). Additionally, the Task Force (2015) recommends the federal government develop survey tools to prevent local governments from extra expenses and create consistency across jurisdictions (p. 16).

The eighth recommendation presented by the Task Force (2015) encourages law enforcement agencies to create a diverse workforce representative of the communities they serve (p. 16). Essentially, the Task Force (2015) theorizes that a police workforce representative of a broad range of diversity such as race, gender, language, life experience, and cultural background will aid the development of public trust and police legitimacy (p. 16). In their discussion of the topic, the Task Force (2015) calls for federal intervention through initiatives and discretionary funding for police agencies that facilitate such changes within their organizations (p. 17).

The last recommendation by the President's Task Force on 21<sup>st</sup> Century Policing (2015) calls upon law enforcement agencies to nurture trustful relationships with immigrant communities by avoiding entanglement with federal immigration enforcement whenever possible (p. 18). The Task Force (2015) explains it is important at all levels of government that laws, policies, and practices do not hinder the ability of local law enforcement to build the

relationships necessary to promote public safety within their respective communities (p. 18). Entanglement with federal immigration enforcement causes immigrants to fear interacting with police officers (Task Force, 2015, p. 18). Ultimately, the responsibility of immigration enforcement is a burden that should fall exclusively on the shoulders of the federal government (Task Force, 2015, p. 18).

**IACP National Police Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust.** Founded in 1893, the International Association of Chiefs of Police (IACP) is the world's largest association of law enforcement executives (IACP, 2015, p. 1). The IACP serves to advance professional police services; promote enhanced administrative, technical, and operational police practices; and encourage cooperation, the exchange of information, and experience among police leaders and law enforcement agencies of professional and technical standing worldwide (IACP, 2015, p. 1). For over 20 years, the IACP has gathered its members to examine, debate, and address criminal justice and policing issues through IACP National Policy Summits (IACP, 2015, p. 1). The *IACP National Policy Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust* is a report issued after the completion of an IACP National Policy Summit during January of 2015. The report discusses three conceptual elements of building police-community relationships including communication, partnerships, and trust, and makes recommendations for improving each (IACP, 2015, p. ix-x) Essentially, the report was submitted by the IACP to serve as a roadmap for law enforcement, communities, and stakeholders to build meaningful, trusting, and effective working relationships (IACP, 2015, p. 2).

The first conceptual element of sustainable police-community relations as presented by the IACP (2015) is communication (p. 15). The IACP (2015) argues that strong communication

by law enforcement agencies is critical to building trust and legitimacy within communities (p. 15). The recommendations expressed by the IACP (2015) on the improvement of communication are displayed in Table 1.2 on page 66.

The second conceptual element of sustainable police-community relations presented in the *IACP's National Policy Summit on Community-Police Relations* is partnership (IACP, 2015, p. 15). The IACP (2015) asserts that genuine partnership and collaboration are cornerstones of strong police-community relationships (p. 15). Establishing partnerships contributes to the promotion of transparency within law enforcement agencies and allows community members to provide perspectives that might otherwise have been excluded (IACP, 2015, p. 16). Therefore, fostering healthy partnerships within communities promotes the development of public trust and legitimacy in law enforcement agencies that serve them (IACP, 2015, p. 16). The recommendations submitted by the IACP (2015) for the improvement of partnership and collaboration are displayed in Table 1.3 on page 67.

The last and perhaps the most important conceptual element to police-community relationships identified by the IACP (2015) is trust (p. 16). In their discussion on trust, the IACP (2015) presents several insightful ideas. First, the IACP (2015) suggests trusting police-community relationships are founded on mutual respect and understanding of each other's needs and perspectives (p. 16). Furthermore, police-community trust is earned through a sincere interest in inclusion and commitment to justice and is the result of transparency and collaboration (IACP, 2015, p. 16). The IACP (2015) also suggests police-community trust is built through a consistent commitment to social equality (p. 16). For law enforcement agencies, promoting social equality means maintaining procedural fairness, access and distributional fairness, quality and process fairness, and outcome fairness (IACP, 2015, p. 16). Lastly, law enforcement leaders

must understand the potential impacts of implicit bias on department personnel and community members and lessen the impact of such bias through attention to the issue during recruitment, training, and leadership (IACP, 2015, p. 17). The recommendations made by the IACP (2015) on building and sustaining trust through equality and justice are displayed in Table 1.4 on page 68.

In addition to improving the three conceptual elements to police-community relationships, the *IACP's National Policy Summit on Community-Police Relations* also recommends law enforcement agencies develop a method of measuring the success of police-community relationships through the shared perspective of both police and community members (IACP, 2015, p. 22). The IACP (2015) explains that the measurements gathered will help facilitate consistent improvement in community engagement and promote the implementation of effective practices within law enforcement agencies (p. 22).

### **Policy and Oversight**

The second topic explored in this research is titled “Policy and Oversight.” As explained in the previous section, law enforcement agencies must utilize policy changes to effectively implement many of the recommendations directed toward building community trust and legitimacy. As the following research will suggest, it is crucial that law enforcement involve the community in policy and oversight processes so as to remain completely transparent to the public. Ultimately, the ability of an agency to implement policy changes that reflect changing police culture and organizational procedural justice will drastically improve police-community relations and lessen the necessity of force. The following research discusses various recommendations for departmental policy changes that address police transparency, accountability, and the use of force. Additionally, the following research also makes recommendations for overseeing such policies.

**Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing.** The *Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing* (2015) submits fifteen recommendations for law enforcement agencies to implement on the subject of “policy and oversight. The recommendations made by the Task Force (2015) are listed in Table 2.1 on page 69.

A common theme throughout the *Final Report by the President’s Task Force on 21<sup>st</sup> Century Policing* (2015) is police-community collaboration. The first recommendation issued by the Task Force (2015) asks law enforcement agencies to work with community members to create policies and strategies for deploying resources in communities and neighborhoods disproportionately affected by crime (p. 20). Such resources should aim to reduce crime by improving police-community relationships, engaging community members, and inspiring citizen cooperation (Task Force, 2015, p. 20). By collaborating with community members, law enforcement agencies are more likely to design policies that will successfully meet the individual needs of each community and reach out to the areas that most need their attention (Task Force, 2015, p. 20).

The second recommendation by the Task Force (2015) recommends law enforcement agencies institute comprehensive policies on the use of force including training, investigations, prosecutions, data collection, and information sharing (p. 20). Furthermore, the Task Force (2015) recommends law enforcement agencies make use of force policies openly transparent to the public (p. 20). The Task Force (2015) elaborates on the topic, making various recommendations as displayed in Table 2.2 on page 71.

The third recommendation submitted by the Task Force (2015) calls for law enforcement agencies to implement non-punitive peer review of critical incidents, which allows for officers

and other professionals to investigate police errors without threat of punishment (p. 22-23). The Task Force (2015) claims the legal protections and confidentiality associated with such events will help aid the development of new policies because experienced officers will be more inclined to share their knowledge (p. 22-23).

The Task Force (2015) also encourages law enforcement agencies to adopt identification procedures that implement scientifically supported practices to eliminate or significantly reduce presenter bias (p. 23). This recommendation by the Task Force (2015) addresses the issue of memory distortion in victims (p. 23). By standardizing policies and practices to address the issue of misidentification, agencies can reduce presenter bias and more accurately identify suspects (Task Force, 2015, p. 23).

The fifth recommendation by the Task Force (2015) calls for all federal, state, local, and tribal law enforcement agencies to make available to the public departmental demographic data (p. 24). This recommendation builds off the eight recommendations submitted on the topic of “building trust and legitimacy.” By gathering agency demographic data into one single data collection, agencies can study the impact of diversity on successful departments (Task Force, 2015, p. 24). Additionally, by making agency demographics available to the public, communities can feel more confident in the police forces serving their respective communities (Task Force, 2015, p. 24). Similarly, the sixth recommendation by the Task Force (2015) asks agencies to collect, maintain, and analyze demographic data on all detentions to make more transparent the daily interactions police are having with community members (p. 24).

The Task Force (2015) also recommends law enforcement agencies construct policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources designed to reduce the appearance of military operation and avoid using provocative



tactics and equipment that challenge civilian trust (p. 25). Such procedures should prioritize de-escalation tactics and a guardian mindset when responding to mass demonstrations (Task Force, 2015, p. 25). The Task Force (2015) recommends mass demonstration policies should have officers remove riot gear as soon as practical to influence how the crowd perceives them (p. 25). The Task Force (2015) recommends the Federal Government establish investigation procedures regarding the inappropriate use of equipment and tactics during mass demonstrations (p. 25).

The eighth recommendation submitted by the Task Force (2015) addresses the implementation of civilian oversight in the form of review boards (p. 26). The Task Force (2015) calls upon the USDOJ to further research civilian oversight in order to identify the best practices from existing civilian oversight efforts (p. 26). The Task Force (2015) claims that every community should define the appropriate form and structure of civilian oversight to meet their individual needs; however, the Task Force (2015) does suggest police employees should collaboratively work with citizen review boards because the overseen should always be a part of the process that will oversee them (p. 26).

Next, the Task Force (2015) recommends law enforcement agencies avoid practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, i.e. generating revenue (p. 26). There are several reasons behind this recommendation. The first is improving the widespread image that police are “out to get” the public. The second is to reduce the number of incarcerated persons whose arrests stem from the inability to pay court fines and fees (Task Force, 2015, p. 27).

The Task Force (2015) also recommends officers be required to seek consent before a search and explain a person’s right to refuse consent when no warrant or probable cause is

present (p. 27). Officers should also obtain written consent (Task Force, 2015, p. 27). This recommendation serves to increase transparency between police and the public. If people are informed of their rights and give written consent prior to searches, there is likely to be fewer discrepancies between police and community members.

Similarly, the Task Force (2015) recommends law enforcement agencies adopt policies requiring officers to identify themselves fully by name, rank, and command when performing stops and be required to state the reason for the stop and search if one is conducted (p. 27). The Task Force (2015) explains this information could most easily be provided through the distribution of officer business cards (p. 27). Again, this recommendation serves to increase transparency between police and the public.

The thirteenth recommendation by the President's Task Force on 21<sup>st</sup> Century Policing (2015) calls upon law enforcement agencies to adopt and enforce policies prohibiting profiling and discrimination based on the following: race, ethnicity, nationality, religion, age, gender, gender identity, sexual orientation, immigration status, disability, housing status, occupation, or language fluency (p. 28). Essentially, such policies serve to improve police-community relations by taking preventative measures against officer bias and unnecessary stops/searches. The Task Force (2015) also suggests the USDOJ provide guidance to other law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by police officers (p. 28).

The fourteenth recommendation provided by the Task Force (2015) calls on the USDOJ to provide technical assistance and incentive funding to small law enforcement agencies taking steps toward shared services, regional training, and consolidation (p. 28). The basis of this particular recommendation stems from the reality that half of law enforcement agencies in the

United States have fewer than ten officers (Task Force, 2015, p. 29). By sharing services and conducting regional training, smaller law enforcement agencies can gain knowledge on the best law enforcement practices and gain access to a wider variety of training, equipment, and communications technology (Task Force, 2015, p. 29).

Lastly, the President's Task Force on 21<sup>st</sup> Century Policing (2015) calls for the collaboration of the USDOJ and the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index (p. 29). By doing so, the USDOJ and IADLEST can establish a National Register of Decertified Officers covering all agencies within the United States and its territories (Task Force, 2015, p. 29). Specifically, the National Register of Decertified Officers would contain information regarding officers who have been discharged for improper conduct and serve as a pre-hire screening instrument for agencies to ensure the officer(s) being hired have no history of misconduct in other jurisdictions (Task Force, 2015, p. 29-30). The final recommendation of the Task Force on "policy and oversight" most directly addresses the issue of police brutality in this country.

**Citizen Oversight Committees in Law Enforcement.** The report titled *Citizen Oversight Committees in Law Enforcement* (2013) by Eduardo L. Calderon and Maria Hernandez-Figueroa of California State University Fullerton's Center for Public Policy discusses in detail the recommendation made by the President's Task Force on 21<sup>st</sup> Century Policing (2015) regarding the implementation of civilian oversight committees. In the report, Calderon and Hernandez-Figueroa (2013) evaluate external, internal, and hybrid models of citizen oversight committees, recognize their benefits to law enforcement, and discuss the challenges to successfully implementing them. Ultimately, Calderon and Hernandez-Figueroa (2013) claim that the success of citizen oversight committees is dependent on their ability to establish

partnerships with all stakeholders involved in the oversight process (p. 9). Furthermore, if citizen oversight committees can balance the needs of the public, police officers, and law enforcement agencies, in addition to continually adjusting to changes in political leadership and internal departmental transitions, their legitimacy will be solidified (Calderon & Hernandez-Figueroa, 2013, p. 9).

Calderon and Hernandez-Figueroa (2013) begin by discussing the necessity of overseeing law enforcement agencies (p. 2). Essentially, the necessity to oversee law enforcement agencies is directly related to the job description of a police officer (Calderon & Hernandez-Figueroa, 2013, p. 2). As an agent of the law, police officers are given the power to revoke a person's freedom or even their life in the performance of their duties (Calderon & Hernandez-Figueroa, 2013, p. 2). While the vast majority of law enforcement officers in the U.S. perform honorable and conscientious police work, it only takes a single incident of misconduct or corruption to cause irreparable damage (Calderon & Hernandez-Figueroa, 2013, p. 2). Police officers are also given a large degree of autonomy on the job so when cases of misconduct appear in the media the public questions officer and agency integrity (Calderon & Hernandez-Figueroa, 2013, p. 2). Ultimately, Calderon and Hernandez-Figueroa (2013) recommend the implementation of citizen oversight committees because it provides a unique opportunity for community members and police administrators to hold police officers accountable for their actions while effectively improving community trust and cooperation (p. 3).

In their report, Calderon and Hernandez-Figueroa (2013) evaluate three models of citizen oversight committees including external, internal, and hybrid models. The first—external models—are essentially independent committees that follow the structure of Citizen Review Boards (Calderon & Hernandez-Figueroa, 2013, p. 3). Basically, these external committees

perform independent investigations and later present their findings to police department executives for review (Calderon & Hernandez-Figueroa, 2013, p. 3). External oversight models are often staffed and funded by executive or legislative bodies within the department's jurisdiction and may or may not report to local government officials (Calderon & Hernandez-Figueroa, 2013, p. 4). Calderon and Hernandez-Figueroa (2013) explain that these external oversight models have the ability to increase public confidence in police agencies and deter officers from committing misconduct (p. 4). However, the two authors also warn that board members often times lack knowledge of police and legal matters and therefore, the recommendations they submit are not always trusted by law enforcement agencies (Calderon & Hernandez-Figueroa, 2013, p. 4). Ultimately though, external models of civilian oversight are generally the most popular with civilians (Calderon & Hernandez-Figueroa, 2013, p. 4).

In comparison, police administrators generally prefer internal models of oversight (Calderon & Hernandez-Figueroa, 2013, p. 5). According to Calderon and Hernandez-Figueroa (2013), there are three approaches to internally investigating allegations within a department (p. 5). The first is for the investigations of police misconduct to be conducted by department members and executives, such as an Internal Affairs Division (Calderon & Hernandez-Figueroa, 2013, p. 5). If an officer is found to be in violation of department policy by Internal Affairs, he or she faces sanctions including state or federal prosecution (Calderon & Hernandez-Figueroa, 2013, p. 5). A second approach to internal oversight involves the review of Internal Affairs reports by citizens (Calderon & Hernandez-Figueroa, 2013, p. 5). In this model, citizens can take action and make recommendations based on their findings (Calderon & Hernandez-Figueroa, 2013, p. 5). The third and final approach to internal oversight discussed by Calderon and Hernandez-Figueroa (2013) involves the use of an auditor within a police department tasked with

conducting a thorough investigation of officers (p. 5). This model is generally referred to as the Police Auditor Model (Calderon & Hernandez-Figueroa, 2013, p. 5).

In each of the three approaches to internal oversight, the investigators consist of law enforcement staff that report directly or indirectly to the Chief of Police (Calderon & Hernandez-Figueroa, 2013, p. 4). Calderon and Hernandez-Figueroa (2013) illustrate the potential issues with internal review models explaining their ability to decrease public confidence in police agencies, increase the risk for preferential treatment of the law enforcement agency, and threaten the public's perception of the internal monitor's partiality (p. 5).

Ultimately, Calderon and Hernandez-Figueroa (2013) recommend a hybrid of both external and internal models to appropriately address the positive and negative aspects of both systems of oversight. Benefits to the creation of successful citizen oversight committees include but are not limited to: empowering citizens, improving police-community relations, promoting change within law enforcement agencies, increasing police accountability and transparency, improving the public's faith in the fairness of the complaint process, and addressing the concerns of marginalized areas (Calderon & Hernandez-Figueroa, 2013, p. 6). Ultimately though, the most important benefit of civilian oversight committees is the improvement of police-community relationships (Calderon & Hernandez-Figueroa, 2013, p. 6). The ability of law enforcement agencies to work with community members facilitates positive police-community interactions, increases the community knowledge of police work, builds trust and reassurance in the integrity of officers, and eventually leads to a peace in communities (Calderon & Hernandez-Figueroa, 2013, p. 6).

In the last section of their report, Calderon and Hernandez-Figueroa (2013) discuss the political and administrative challenges to the successful implementation of citizen oversight committees. Potential obstacles are listed in Table 2.3 on page 72.

Despite the many challenges faced by citizen oversight committees, Calderon and Hernandez-Figueroa (2013) assert the importance of police oversight in holding law enforcement agencies and police officers accountable for their actions and improving police-community relations as a whole (p. 9). Before ending their discussion, the two authors list several important questions to address when designing a citizen oversight committee including membership, power and responsibilities, governance, funding, and goals (Calderon & Hernandez-Figueroa, 2013, p. 9). Ultimately, the findings presented in Calderon and Hernandez-Figueroa's (2013) report affirm their thesis that the success of citizen oversight committees is largely dependent on their ability to establish joint partnerships with all parties involved (p. 9).

### **Technology and Social Media**

The third topic to address in this paper is "Technology and Social Media." Over the past few decades, technology in the U.S. has drastically evolved. Unfortunately, many law enforcement agencies throughout the nation have failed in their efforts to implement technologies with the potential to aid police-work. By implementing new technologies, law enforcement agencies provide themselves a crucial opportunity to build trust and legitimacy within the community. The following reports presented in this research discuss the implementation of technologies such as body-worn-cameras and social media in addition to arguing the necessity of developing research mechanisms for evaluating new technologies. While the use of technology in law enforcement agencies is not absolutely necessary to the adequate

performance of police-work, its implementation has the potential to greatly effect departmental transparency, accountability, efficiency, and police-community relations as a whole.

**The Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing.** The *Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing* (2015) offers seven recommendations to law enforcement agencies on the topic of “technology and social media” that focus largely on systems for evaluating and implementing new technology. The recommendations made by the Task Force (2015) are listed in Table 3.1 on page 73.

The President’s Task Force on 21<sup>st</sup> Century (2015) begins by recommending the USDOJ expand the efforts of the National Institute of Justice to establish national standards for the research and development of new technology (p. 33). The Task Force (2015) explains the lack of consistent standards leads to a spiraling increase in technology costs (p. 33). Often times, law enforcement agencies have to invest in new layers of technology to enable their systems to operate compatibly with other systems (Task Force, 2015, p. 33). Other times, agencies must make expensive modifications to legacy systems to allow for interoperability and such costs do not account for the funds needed to re-train officers (Task Force, 2015, p. 33). In the end, law enforcement agencies end up spending a large portion of their budgets on unintended consequences of purchasing the new technology (Task Force, 2015, p. 33). Inconsistent standards can also lead to fractured information systems that cannot effectively manage, store, analyze, or share data (Task Force, 2015, p. 33). Altogether, the Task Force (2015) provides three action items necessary to successfully implement their recommendation. First, the Federal Government should aid the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology that are determined to be the best practices of 21<sup>st</sup> Century Policing (Task Force, 2015, p. 34). Second, the issue of technology’s impact on



privacy should be addressed in accordance with civil and human rights (Task Force, 2015, p. 34).

And lastly, law enforcement agencies should deploy smart technology to prevent the manipulation of evidence in violation of department policy (Task Force, 2015, p. 34).

The second recommendation by the Task Force (2015) calls for law enforcement agencies to consider local needs and national standards when implementing new technologies (p. 34). This recommendation by the Task Force (2015) recognizes that every community has individual needs that law enforcement agencies need to consider when determining the appropriateness and necessity of a technology (p. 35). The Task Force (2015) recommends law enforcement agencies encourage public engagement in the form of community advisory boards when developing policies for new technology (p. 35). Additionally, law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of the new technology that engages the community as well as the entirety of the agency (Task Force, 2015, p. 35). Law enforcement agencies should also adopt the new technologies aimed at improving service to people with special needs (Task Force, 2015, p. 35).

The Task Force (2015) also recommends the USDOJ develop a list of best practices that state legislative bodies can adopt to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement (p. 35). The Task Force (2015) suggests the USDOJ should consult with civil rights organizations, law enforcement research groups, and other experts, to avoid constitutional issues when determining the best practices (p. 36).

Additionally, the USDOJ should create a toolkit for state, local, and tribal law enforcement agencies to access the most effective technology in one-stop (Task Force, 2015, p. 36).

Furthermore, law enforcement agencies should review and consider the Bureau of Justice

Assistance's (BJA) Body Worn Camera Toolkit to assist in the implementation of body worn cameras (BWC) (Task Force, 2015, p. 36).

The fourth recommendation provided by the President's Task Force on 21<sup>st</sup> Century Policing (2015) encourages federal, state, local, and tribal legislative bodies to update public record laws (p. 36). This particular recommendation made by the Task Force (2015) is based off the reality that new video, audio, information, and biometric technologies often cause unforeseen consequences (p. 36). Ultimately, the Task Force (2015) calls for the modification of public record laws, which permit public access to information held by government agencies in order to better protect community privacy (p. 36).

Next, the Task Force (2015) recommends law enforcement agencies adopt model policies and best practices for technology-based community engagement to build community trust (p. 36). The Task Force (2015) explains such policies should at a minimum increase transparency and accessibility of information such as crime statistics and calls for service; however, the Task Force also recommends the use of social media as a means of community interaction and relationship building (p. 37). The Task Force (2015) suggests the regular refreshment of content to maintain and engage community audiences can aid the development of stronger law enforcement agencies (p. 37). However, before doing so, agencies should develop policies and practices to consider individual officer expression, professional representation, truthful communication, and other concerns with potential impacts on trust and legitimacy (Task Force, 2015, p. 37).

The President's Task Force on 21<sup>st</sup> Century Policing (2015) continues by recommending the federal government support the development of new "non-lethal" technology to aid the control of combatant suspects (p. 37). Studies suggest technologies such as conductive energy

devices (CED) are successful in reducing both officer and civilian injuries (Task Force, 2015, p. 38). However, the Task Force (2015) asserts the new technologies should still be subject to the appropriate use of force continuum restrictions (p. 38). By use of force continuum, the Task Force (2015) is referring to reasonable use of force standards. Lastly, the Task Force (2015) makes the point that over-reliance on technological weapons has the potential to risk officer safety (p. 38). Therefore, the Task Force (2015) asks the USDOJ to evaluate the new technologies impact on public safety, reducing the use of deadly force, constitutionality, and officer safety (p. 38).

The last recommendation provided by the Task Force (2015) on “technology and social media” recommends the Federal Government prioritize the development and construction of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies (p. 39). This particular technological development would allow instantaneous communication in remote areas whenever a disaster or incident occurs (Task Force, 2015, p. 39). Additionally, it would support the transmission of BWC video (Task Force, 2015, p. 39).

**Considering Police Body Cameras: Developments in the Law.** The article “Considering Police Body Cameras: Developments in the Law” presented in Volume 128 of the *Harvard Law Review* (2015) is one of the most insightful and evaluative discussions on the police use of body worn cameras. The article begins with a discussion of current events—particularly the deaths of Michael Brown and Eric Garner (Harvard Law Review, 2015, p. 1794-1795). In both cases, civilians were outraged at the justice system’s failure to indict the officers involved and initiated protests nationwide (Harvard Law Review, 2015, p. 1795). Protesters and politicians across the nation were calling for law enforcement agencies to require officers to wear

body worn cameras (Harvard Law Review, 2015, p. 1795). The idea was that the video footage of police-civilian interactions would deter officer misconduct and reduce the ambiguity present in cases such as Michael Brown (Harvard Law Review, 2015, p. 1795). However, the Garner case proves that even high-quality, graphic footage may still not lead to the indictment of officers accused of excessive force (Harvard Law Review, 2015, p. 1796). Ultimately, the article suggests the proliferation of body camera implementation over the next decade will undoubtedly change the nature of policing and possibly present a few unintended consequences (Harvard Law Review, 2015, p. 1796). The purpose of the article is to explore the possible benefits and downsides of body cameras, as well as discuss other reforms that may increase the ability of body cameras to increase transparency and improve police-community relations as a whole (Harvard Law Review, 2015, p. 1797).

The first section in the article “Considering Police Body Cameras: Developments in the Law” (2015) discusses the potential benefits of implementing body worn cameras. The first potential benefit noted is the reduction of officer-civilian conflict (Harvard Law Review, 2015, p. 1800). The article begins its discussion of this benefit by referencing a commonly cited study called the “Rialto study” (Harvard Law Review, 2015, p. 1800). In the study, fifty-four patrol officers were randomly assigned to wear body cameras during their shifts (Harvard Law Review, 2015, p. 1800). The results of the study showed that shifts without cameras experienced over twice as many use of force incidents as shifts with cameras (Harvard Law Review, 2015, p. 1800). The article suggests that the “civilizing effect” the study showed could be attributable to changes in officer behavior, citizen behavior, or a combination of both (Harvard Law Review, 2015, p. 1801). The article also suggests the lower rates of misconduct may be due to an

increased culture of accountability, which could arguably be achieved through other departmental changes (Harvard Law Review, 2015p. 1801).

Another possible benefit of implementing body worn cameras is improved resolution of civilian complaints (Harvard Law Review, 2015, p. 1801). Essentially, the article suggests the ability of camera footage to facilitate efficient resolution of citizen complaints will reduce officer misconduct and the number of complaints a department receives (Harvard Law Review, 2015, p. 1801). The article further explains this benefit noting that citizen complaint resolutions will no longer be based on a credibility determination, but supposedly objective camera footage (Harvard Law Review, 2015, p. 1801).

The third benefit discussed is the ability of body worn cameras to improve officer training (Harvard Law Review, 2015, p. 1802). The article explains that footage can be used during officer training to demonstrate what police-civilian encounters should and should not look like (Harvard Law Review, 2015, p. 1802). Additionally, the use of body cameras could be to monitor newly hired officers to ensure the development of proper policing practices (Harvard Law Review, 2015, p. 1802).

The fourth and perhaps the most obvious benefit noted in the article is the ability of body cameras to provide effective evidence for trials (Harvard Law Review, 2015, p. 1802). As stated earlier, the supposedly objective evidence provided by body cameras may reduce the ambiguity of cases such as Michael Brown (Harvard Law Review, 2015, p. 1803). However, the article raises two issues with overreliance on video evidence (Harvard Law Review, 2015, p. 1803). First, film is not inherently objective (Harvard Law Review, 2015, p. 1803). The video footage may not necessarily capture the entirety of the incident and may not accurately reflect how the officer may have perceived the situation (Harvard Law Review, 2015, p. 1803). And secondly, it

is inevitable that video evidence will not be available in every case, so creating an expectation may raise issues with juries if they begin to discount other types of evidence (Harvard Law Review, 2015, p. 1803).

The final possible benefit discussed by the article is the ability of body cameras to increase accountability and transparency (Harvard Law Review, 2015, p. 1803). Ultimately, the potential of camera footage to increase accountability and transparency may lead to improvement of police-community relations and therefore reduce the necessity of force (Harvard Law Review, 2015, p. 1803).

Additionally, the article discusses several potential downsides to the implementation of body cameras by law enforcement agencies. The first downside presented is the locus of control (Harvard Law Review, 2015, p. 1805). Specifically, the locus of control refers to the ability of an officer to circumvent the technology by either shutting the camera off or erasing footage, which the article explains is not a fire-able offence (Harvard Law Review, 2015, p. 1806). The article cites an incident that took place a few days after the shooting of Michael Brown where an officer turned her camera off prior to the end of her shift and shot an unarmed man while bringing him into custody (Harvard Law Review, 2015, p. 1806).

The second potential downside of body cameras is privacy (Harvard Law Review, 2015, p. 1808). The article explains that increased transparency means more people will view body camera footage, which may feature civilians who may not want the recordings shared (Harvard Law Review, 2015, p. 1808). Specifically, the article cites the uniquely intrusive nature of police recordings made inside private homes and brings up the issue of long-term digital storage (Harvard Law Review, 2015, p. 1808). Altogether, the article concludes that without further

guidance on privacy issues, the rights of civilians may be violated (Harvard Law Review, 2015, p. 1809).

Costs and storage of camera footage pose another issue for law enforcement agencies (Harvard Law Review, 2015, p. 1809). As more law enforcement agencies implement the use of body cameras, police departments will likely end up with an incredible amount of footage (Harvard Law Review, 2015, p. 1809). The article suggests the purchase of body cameras by large departments may not hurt them, but the costs of storing and transmitting data can be particularly detrimental (Harvard Law Review, 2015, p. 1809). However, the article does raise the potential of video footage to create litigation savings if they do effectively reduce civilian complaints and police misconduct (Harvard Law Review, 2015, p. 1809).

The article also raises the issue of implementing yet another form of government surveillance (Harvard Law Review, 2015, p. 1810). Moreover, the article addresses the reality that in a post-9/11 world, police departments have become more militarized and moved beyond the traditional surveillance devices such as wiretaps and bugs (Harvard Law Review, 2015, p. 1810). Nowadays, law enforcement agencies are equipped with intelligence departments, devices that imitate cellphone towers, facial recognition software, and even drones (Harvard Law Review, 2015, p. 1810). Law enforcement agencies and communities need to evaluate whether or not the implementation of body worn cameras will do less to empower citizens to monitor police and more enable the government to effectively track, detain, and arrest individuals (Harvard Law Review, 2015, p. 1812).

The last downside presented by the article addresses the objectivity of video evidence (Harvard Law Review, 2015, p. 1812). Video footage presents evidence from the view of an objective observer and might not accurately illustrate the officer's individual perception of the

events as they were in progress (Harvard Law Review, 2015, p. 1813). Additionally, the video footage may not accurately portray the events outside the camera's view or the cause of the actions shown (Harvard Law Review, 2015, p. 1813). Therefore, body camera footage is left to the individual interpretation of jurors who may unconsciously exert implicit bias and misjudge the incident (Harvard Law Review, 2015, p. 1813-1814).

Altogether, the article presented in the *Harvard Law Review* (2015) asserts that the adoption of body cameras should not be used to shut-down conversations about the root causes of brutality and broken police-community relation because body cameras alone are not the solution (p. 1797). The article recommends the consideration of such benefits and downsides of body cameras as presented in this research in addition to more responsible police training, greater community engagement, and the utilization of special prosecutors who do not work with local police on a daily basis (Harvard Law Review, 2015, p. 1815).

**Social Media and Police Leadership: Lessons From Boston.** The essay "Social Media and Police Leadership: Lessons From Boston" by Edward F. Davis III, Alejandro A. Alves, and David Alan Sklansky (2014) is one in a series of papers put forth by Harvard's Executive Session on Policing and Public Safety (p. 1). The Executive Session on Policing and Public Safety is a collaborative effort between the National Institute of Justice and Harvard's Kennedy School of Government with the intention of resolving law enforcement issues (Davis et al., 2014, p. 1). This particular essay discusses the lessons to be learned from the Boston Police Department's (BPD) actions on social media following the Boston Marathon Bombings in April of 2013 (Davis et al., 2014). In their discussion, Davis et al. (2014) list the actions of BPD, evaluate their successes, provide history on their Tweet from the Beat program, discuss



important characteristics of social media including the benefits to law enforcement, and lastly, describe challenges for the police in using social media.

The success of the Boston Police Department's use of social media following the Boston Marathon Bombings began with their quick response time (Davis et al., 2014, p. 3). Within an hour of the explosions at the finish line of the Boston Marathon, Boston police officers had begun updating social media to disseminate information about the bombings to the public (Davis et al., 2014, p. 3). In the hours following, officers would use its official Twitter and Facebook accounts to inform the public and media outlets about road closures, news conferences, and police activities; to reassure the public and express sympathy to the victims; and to give the public accurate information about the casualties and the investigation status (Davis et al., 2014, p. 3). In the end, the efforts of the BPD were applauded for "leading an honest conversation with the public during a time of crisis in a way that no police department had done before" (Davis et al., 2014, p. 1). Davis et al. (2014) explain the Boston Police Department's use of social media was established in 2009 but was bolstered in 2011 under its Tweet from the Beat program, which allows authorized officers to post updates directly from their personal accounts (p. 6). The program was originally developed as an extension of BPD's community policing initiative (Davis et al., 2014, p. 6). Its presence allows officers to disseminate relevant information to the public and publicize positive interactions with the community that would not normally be broadcasted by media outlets (Davis et al., 2014, p. 6).

Following their discussion of the Boston Police Department's actions after the marathon bombings and its Tweet from the Beat program, Davis et al. (2014) analyze the benefits social media provide to law enforcement agencies. The two authors begin their analysis with a discussion of social media's characteristics arguing that the scope, structure, and tone of social

media allow for law enforcement agencies to successfully further the longstanding mission and values of the police by providing it two opportunities—the power of publication and the power of conversation (Davis et al., 2014, p. 7-8). Police departments consider both opportunities highly attractive methods of disseminating information to the public (Davis et al., 2014, p. 8). By employing social media for the power of publication, Davis et al. (2014) argue that law enforcement agencies have two important advantages over traditional media outlets (p. 10). The first advantage is the ability to directly control the majority of information the public shows interest in and the second advantage is that police will have more time to process and publish information without losing public attention (Davis et al. 2014, p. 10). Additionally, social media provides law enforcement agencies the power of conversation or the ability to initiate a two-way conversation between themselves and the public (Davis et al. 2014, p. 11-12). Altogether, Davis et al. (2014) draw the conclusion that these powers will lead to the improvement of police-community relations (Davis et al., 2014, p. 12).

Lastly, Davis et al. (2014) discuss the challenges for law enforcement agencies when utilizing social media. The first of the three challenges discussed by Davis et al. (2014) is monitoring and managing public information (p. 13). Basically, this challenge addresses the issue of information distortion (Davis et al., 2014, p. 13). Davis et al. (2014) explain the ability of social media to amplify and distort information released by law enforcement agencies at a scale that is unmanageable (p. 14). The second challenge presented involves tone (Davis et al., 2014, p. 14). While tone was earlier established as an advantage, Davis et al. (2014) warn that the informal, humorous tones can often times appear unprofessional (p. 14). Therefore, law enforcement agencies should closely consider the information to be posted before releasing it to the public (Davis et al., 2014, p. 14). Lastly, Davis et al. (2014) discuss the issue of internal

coordination and control (p. 14). Specifically, they use the example of BPD's Tweets from the Beat program (Davis et al., 2014, p. 15). With BPD's model, the department has its own account but other authorized individuals can post on it from their personal accounts (Davis et al., 2014, p. 14). In the case of BPD and the Boston Marathon Bombings, an administrative decision was made to silence the individual accounts so the department could speak with one voice (Davis et al., 2014, p. 15). Despite these challenges, Davis et al. (2014) recommend the use of social media by law enforcement agencies as an effective means of improving police community relations.

### **Community Policing and Crime Reduction**

The fourth area law enforcement agencies must address to improve police-community relations and reduce brutality is "Community Policing and Crime Reduction." Community policing efforts prioritize public safety by promoting positive, trusting, and cooperative relationships between agencies, officers, and community members. Ultimately, this paper affirms the belief of the President's Task Force on 21<sup>st</sup> Century Policing (2015) that the final goal of law enforcement is not the absence of crime but the promotion and protection of public safety while respecting the dignity and rights of everyone (p. 42). By prioritizing community policing as a crime reduction strategy, law enforcement agencies emphasize these goals and put forth the image that they are allies rather than an occupying force (Task Force, 2015, p. 42). Because of this, community policing and crime reduction strategies must be considered together in order to keep the goals of building trust and legitimacy in sight. The following research presents recommendations on community policing and crime reduction.

**The Final Report of the President's Task Force on 21<sup>st</sup> Century Policing.** The *Final Report of the President's Task Force on 21<sup>st</sup> Century Policing* (2015) presents seven recommendations on the subjects of "community policing and crime reduction." Several of the

recommendations address law enforcement and others call upon community change. The recommendations made by the Task Force (2015) are listed in Table 4.1 on page 74.

The President's Task Force on 21<sup>st</sup> Century Policing (2015) begins their discussion on community policing and crime reduction with the recommendation that law enforcement agencies develop and implement strategies and policies that reinforce the importance of community engagement in managing public safety (p. 42). This recommendation by the Task Force (2015) is based off the reality that law enforcement agencies cannot ensure community safety alone (p. 43). Therefore, law enforcement agencies should seek to strengthen the capacity of the communities they serve to prevent and reduce crime through informal social control (Task Force, 2015, p. 43). The Task Force (2015) asserts informal social control is a far more productive method of crime control than formal punishment (p. 43). To reinforce this statement, the Task Force (2015) suggests the best evidence for the preventative power of informal social control are the millions of unguarded opportunities to commit crime citizens pass up each day (p. 43).

The second recommendation presented by the President's Task Force on 21<sup>st</sup> Century Policing (2015) calls upon law enforcement agencies to infuse community policing throughout the culture and organizational structure of their departments (p. 43). The Task Force (2015) argues that community policing must be the core principle that lies at the foundation of a law enforcement agency's culture (p. 43). It cannot be performed by only a select few; it has to be performed by the entire police force to successfully bolster public safety (Task Force, 2015, p. 43). The Task Force (2015) puts forth three action items for successfully infusing community policing in police culture. The three action items presented by the Task Force (2015) include: (1) hiring, training, evaluating, and promoting officers based on their ability and track record in

community engagement, (2) allowing sufficient time for patrol officers to participate in problem solving and community engagement activities, and (3) researching the factors that have led to dramatic successes in crime reduction through the implementation of non-discriminatory policing to guide agencies in other communities (p. 43-44).

As a third recommendation, the Task Force (2015) calls upon law enforcement agencies to engage in multidisciplinary, community teams for planning, implementing, and responding to crisis situations not solvable by police alone (p. 44). The Task Force (2015) recommends the USDOJ develop and release baseline models of crisis intervention approaches for state and local law enforcement agencies to adopt (p. 44). Additionally, communities should involve peer support counselors and trauma survivors as part of the multidisciplinary teams when appropriate (Task Force, 2015, p. 44). Both may be able to provide insight to first responders and immediate support to crisis victims (Task Force, 2015, p. 44). Lastly, the Task Force (2015) recommends communities evaluate the efficacy of the crisis intervention team approaches and hold agency leaders accountable for negative outcomes (p. 44).

The fourth recommendation presented by the President's Task Force on 21<sup>st</sup> Century Policing (2015) asks communities to support police cultures and practices that promote the dignity of all (p. 44-45). This particular recommendation by the Task Force (2015) highlights the importance of protecting human and constitutional rights when policing (p. 45). Specifically, the Task Force (2015) recommends agencies emphasize the importance of language use and adopt policies that remind officers to always speak respectfully (p. 45). Additionally, law enforcement agencies should develop programs that create more opportunities for patrol officers to interact with community residents, faith leaders, and businesses (Task Force, 2015, p. 45).

The President's Task Force on 21<sup>st</sup> Century Policing (2015) also recommends law enforcement agencies collaborate with community members to identify community problems and implement solutions that successfully address those problems (p. 45). In discussing this recommendation, the Task Force (2015) reinforces the idea that community policing is an opportunity for police departments and communities to co-produce public safety (p. 45). Therefore, community members and police need mechanisms to interact with each other in positive ways (Task Force, 2015, p. 46). The action items for this particular recommendation include: (1) regularly scheduling forums where community members and police can interact and influence policy and programming, (2) engaging youth and communities in joint training with law enforcement in the form of citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams, (3) establishing formal citizen advisory committees to assist in developing crime prevention and department policies, and lastly (4) adopting policing strategies that work in union with community economic development efforts (Task Force, 2015, p. 46).

The sixth recommendation presented by the President's Task Force on 21<sup>st</sup> Century Policing (2015) asks communities to adopt policies and programs that focus on the needs of community youth and reduce aggressive law enforcement tactics that stigmatize youth and lessen their participation in schools and other community activities (p. 47). This recommendation by the Task Force (2015) recognizes that recent research on the topic of adolescent neurological development have raised doubts about the effectiveness of "zero-tolerance" policies (p. 47). As a response, the Task Force (2015) presents nine action items for successfully addressing this recommendation. The action items are displayed in Table 4.2 on page 75.

The final recommendation submitted by the President's Task Force on 21<sup>st</sup> Century Policing (2015) on the subjects of community policing and crime reduction invokes the need for communities to recognize the voices of youth in decision making, facilitate youth-led research and problem solving, and fund youth leadership and life skills training through positive police-youth interactions (p. 49). This recommendation recognizes that unfortunate interactions with law enforcement have the ability to create disillusionment in youth (Task Force, 2015, p. 49). If communities create more proactive and positive youth interactions with law enforcement, they would be providing more opportunities for mentoring and life coaching (Task Force, 2015, p. 49).

**Community Policing: A Framework for Managing the Use of Force.** In 1999 and again in 2002, the United States Department of Justice through the Community Relations Service (CRS) put forth a document titled *Police Use of Excessive Force: A Conciliation Handbook for the Police and the Community*. The CRS was created in 1964 as a response to the Civil Rights Act to help communities resolve disputes arising from alleged excessive force incidents (CRS, 2002, p. 2). In this particular document, the CRS (2002) includes a chapter titled, "Community Policing: A Framework for Managing the Use of Force," which addresses the relationship between unjustified violence and damaged police-community relations (p. 11). During their discussion, the CRS (2002) highlights the importance of community policing, community partnerships, and problem solving in maintaining positive police-community relations (p. 11). However, the chapter focuses primarily on how organizational culture, values, and mission affect police-community relationships (CRS, 2002, p. 11).

The CRS (2002) first establishes that the "culture" of a police department reflects what the department believes as an organization and permeates its hiring practices, policies,

procedures, training, reward systems, and the actions of its serving officers (p. 12).

Unfortunately, not all police agencies have cultures that reflect the same values (CRS, 2002, p. 12). The CRS (2002) explains that some police agencies view use of force as abnormal and assign a large amount of managerial and administrative attention to it whereas others who view it as an appropriate way of resolving conflict might lack the administrative procedures for dealing with use of force incidents (p. 12). Either way, the CRS (2002) argues that law enforcement agencies must constantly reflect upon, analyze, and understand their existing cultures (p. 12). The CRS (2002) claims any law enforcement agency that values pride and tradition over the sensitivity toward community values will find it difficult to acknowledge its shortcomings and maintain positive relations with the communities they serve (p. 12).

Ultimately, the CRS (2002) argues that the starting point for sparking change in a department's culture is through the development and articulation of its values (p. 13). They argue that a department's values should serve the purpose of (1) establishing a departmental philosophy of policing, (2) articulating its beliefs, (3) solidifying its goals, (4) aiding in the development of its policies and procedures, (5) developing parameters for organizational flexibility, (5) providing the basis of its operational strategies, (6) establishing officer performance expectations, (7) setting the framework for evaluation processes, and most importantly (8), reflecting community expectations of the department (CRS, 2002, p. 13). The CRS (2002) concludes their discussion noting that police values do not have to be a lengthy list: rather, they should be a few values that embody what the department considers important (p. 13).

Altogether, the CRS (2002) asserts that the values of a department should reflect community-oriented values (p. 13). In their introduction, the CRS (2002) explains one of the foremost principles of policing in the 21<sup>st</sup> Century is the requirement for a cohesive community



working with a responsive police department (p. 12). Unfortunately, violent confrontations between police and community members reduce a department's ability to maintain such a relationship (CRS, 2002, p. 12). By structuring its organizational culture around community-oriented values, law enforcement agencies and communities can partner to more effectively accomplish the police mission (CRS, 2002, p. 12).

### **Officer Training and Education**

The fifth topic addressed in this paper is "Officer Training and Education." By establishing the best practices for hiring, training, and educating officers, law enforcement agencies improve their ability to positively interact with the communities they serve and operate successfully as an organization. It is through these improvements that police-community relations and organizational legitimacy are able to mature and the necessity of police force is lessened. The following research presented in this topic area make recommendations for hiring, training, and educating officers throughout their careers as well as reflect on the influences of higher education on fair and impartial policing.

**Final Report of the President's Task Force on 21<sup>st</sup> Century Policing.** *The Final Report of the President's Task Force on 21<sup>st</sup> Century Policing* (2015) presents thirteen recommendations to law enforcement agencies that focus largely on hiring, training, and educating officers. The recommendations made by the Task Force (2015) are listed in Table 5.1 on page 76.

The first recommendation submitted by the President's Task Force on 21<sup>st</sup> Century Policing (2015) on officer training and education asks the federal government to encourage the creation of partnerships with training facilities across the U.S. in order to promote consistent standards for high quality training (p. 53). Additionally, the Task Force (2015) asks the federal

government to establish training innovation hubs (p. 53). The Task Force (2015) justifies these recommendations on the belief that changing the culture of training academies will change the culture of policing altogether (p. 53). The Task Force (2015) presents three action items for successfully developing partnerships with training academies and creating training innovation hubs. The action items call upon training innovation hubs to develop programs that utilize adult-based learning and scenario-based training and establish partnerships with academic institutions to aid in the development of training practices, evaluation, and other curricula (Task Force, 2015, p. 53). The Task Force (2015) also recommends the USDOJ develop a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to push their programs on state boards and Peace Officer Standards and Training (POST) commissions (p. 53-54).

The second recommendation presented by the Task Force (2015) proposes that law enforcement agencies encourage community participation in training processes (p. 54). The Task Force (2015) notes that it is equally as important for police training to be as transparent as possible (p. 54). Therefore, law enforcement agencies should provide opportunities for community members to learn about existing training, provide input into shaping that training, and in some cases, physically participate with officers (Task Force, 2015, p. 54). The USDOJ should also develop and release a toolkit on how agencies can successfully integrate citizens into the training process (Task Force, 2015, p. 54).

The third recommendation by the President's Task Force on 21<sup>st</sup> Century Policing (2015) requires law enforcement agencies to provide leadership training to all officers throughout their careers (p. 54). To justify this recommendation, the Task Force (2015) quotes Chief Edward Flynn of the Milwaukee Police Department who noted, "Flexible, dynamic, insightful, ethical

leaders are needed to develop the informal social control and social capital required for a civil society to flourish” (p. 54). The Task Force (2015) recommends the USDOJ develop a model of curricula for leadership training that addresses organizational procedural justice, community policing, police accountability, teaching, coaching, mentoring, and communicating with media outlets (p. 54). Additionally, the federal government should encourage law enforcement agencies to partner with academic institutions to support ongoing education and the integration of new research into training, policies, and practices (Task Force, 2015, p. 55). The USDOJ should also encourage cross-discipline leadership training because interactions with other disciplines often lead to more effective solutions (Task Force, 2015, p. 55).

The fourth recommendation submitted by the Task Force (2015) calls upon the USDOJ to partner with institutions of higher education with the purpose of developing a national postgraduate institute of policing for senior executives with a standardized curriculum designed to prepare students to lead agencies in the 21<sup>st</sup> Century (p. 55). Similar to their last recommendation, the Task Force (2015) argues that for American law enforcement to advance, its leadership must advance (p. 55). By establishing a graduate institute of policing, the quality of law enforcement culture, knowledge, skills, practices, and policies can be enhanced (p. 55).

The fifth recommendation presented by the President’s Task Force on 21<sup>st</sup> Century Policing (2015) asks the USDOJ to task the Federal Bureau of Investigation (FBI) with expanding the curriculum of the National Academy at Quantico to include information about topical areas covered in their *Final Report* (p. 56). Additionally, the offices of Community Oriented Policing (COPS) and Justice Programs should collaborate with professional law enforcement agencies to modify training curricula in a similar way (Task Force, 2015, p. 56).

The next five recommendations submitted by the Task Force (2015) propose changes to Peace Officer Standards and Training commissions. First, the Task Force (2015) recommends POSTs include Crisis Intervention Training (CIT) in basic recruit and in-service officer training (p. 56). The Task Force (2015) notes that CIT has been shown to improve police ability to recognize symptoms of a mental health crisis, improve their ability to address such crisis, and negate inaccurate beliefs about mental illness (p. 56). To conclude, the Task Force (2015) emphasizes the importance of CIT in improving police-community relations and proposed the federal government fund CIT for law enforcement agencies (p. 56).

Secondly, the Task Force (2015) recommends POSTs include social interaction and tactical skills training (p. 56). Topics learned by basic recruits would include: critical thinking, social intelligence, implicit bias, fair and impartial policing, historical trauma, and other subjects addressing police ability to improve trust and legitimacy (Task Force, 2015, p. 56). Training would also cover tactical operations and training on the use of force with a focus on de-escalation tactics (Task Force, 2015, p. 57).

Next, the Task Force (2015) recommends POSTs educate officers on the disease of addiction (p. 57). The Task Force (2015) argues the importance of an officer's ability to recognize the signs of addiction and respond correctly to those who may be impaired because of their addiction (p. 57). Additionally, the Task Force (2015) recommends law enforcement agencies address drug addiction with a "smart on crime" approach that favors treatment over incarceration (p. 57).

Peace Officer Standards and Training commissions should also ensure the incorporation of content that addresses the ability to recognize and confront implicit bias in basic recruit and in-service training (Task Force, 2015, p. 58). This recommendation by the Task Force (2015)

recognizes the importance of employing officers who understand the unique needs and characteristics of minority communities (p. 58). Because of this, the Task Force (2015) recommends law enforcement agencies implement ongoing training for all officers on cultural diversity and other topics with the potential to improve trust and legitimacy in diverse communities (p. 58). Law enforcement agencies should also train officers for interacting with Muslim, Arab, South Asian, and other immigrant/non-English speaking groups (Task Force, 2015, p. 58).

Lastly, POSTs should require training on policing in a democratic society for basic recruit and in-service trainings (Task Force, 2015, p. 59). Basically, this recommendation is derived from the argument that police officers are entrusted with a large amount of authority and should understand the constitutional basis of and proper use of that authority (Task Force, 2015, p. 59).

The eleventh recommendation submitted by the President's Task Force on 21<sup>st</sup> Century Policing (2015) on the subject of officer training and education asks the federal government to incentivize higher education for law enforcement officers (p. 59). The Task Force (2015) argues the higher level of required education could raise the quality of officer performance; however, law enforcement agencies also benefit from hiring officers with diverse ranges of culture, language, and life experiences (p. 59). Therefore, entry level recruits without a college degree should be provided a means to obtain higher education throughout their careers (p. 59). The Task Force (2015) also recommends the federal government create loan repayment incentive programs for police officers (p. 59).

The Task Force (2015) also recommends the federal government fund the research and development of technologies that have the ability to improve scenario based training, social

interaction skills, and enable interactive distance learning for law enforcement agencies (p. 60). The Task Force (2015) suggests the adoption of this recommendation will improve the effectiveness of officer learning experiences, reduce instructional costs, and enable the dissemination of training platforms without requiring time away from agencies (p. 60). Existing technologies that have the potential to further these goals include: web-based learning, behavior evaluations through body worn cameras, software programs, scenario-based instruction through video, etc. (Task Force, 2015, p. 60).

The last recommendation presented by the President's Task Force on 21<sup>st</sup> Century Policing (2015) on the subject of officer training and education calls upon the USDOJ to fund the development and implementation of improved Field Training Officer programs (p. 60). The Task Force (2015) explains that many agencies still use the San Jose Field Training Model, which is more than 40 years old (p. 60). Because of this, the Task Force (2015) recommends the USDOJ fund the development of Field Training Programs that address changing police culture and organizational procedural justice issues (p. 60). Additionally, the USDOJ should incentivize agencies to update their Field Training Programs in agreement with new standards (Task Force, 2015, p. 60).

**The Impact of Higher Education on Police Officer Attitudes Regarding Abuse of Authority.** *The Impact of Higher Education on Police Officer Attitudes Regarding Abuse of Authority* (2008) is a study conducted by Cody Webb Telep at the University of Maryland, College Park. Telep's (2008) study examines whether officers who obtain a college education prior to police service have attitudes less supportive of the abuse of authority (p. 1). In his examination, Telep (2008) performs a review of the literature relating to police abuse of authority, the importance of college education, college education and policing, and police

attitudes on the use of force. Telep (2008) then analyzes data from a nationally representative survey sample (p. 26). His data includes an authority scale that involves (1) abuse of authority, (2) the code of silence, (3) violating department rules, and (4) calls for reduced attention to police brutality (Telep, 2008, p. 2). It also includes a hypothetical scenario response section for him to analyze (Telep, 2008, p. 2). Finally, Telep (2008) discusses and draws conclusions based on his findings. The review of Telep's (2008) study presented in this paper focuses on the discussion and conclusions presented at the end of his study.

Telep (2008) begins his discussion by establishing that he did find higher education to have an impact on attitudes regarding police abuse of authority; however, his findings do not support the three hypothesis of his study (p. 64). Telep's (2008) hypothesis included: (1) officers with a college degree will disagree more with statements that support unreasonable use of police authority, (2) officers who obtain a college degree prior to police service will differ from officers who obtain a college education during service, and (3) the differences shown in officers' attitudes will appear strongest in officers who have obtained at least a bachelor's degree (p. 25). In his discussion, Telep (2008) explains that his second hypothesis was not supported by his findings (p. 64). After analyzing data from a nationally representative sample of 925 officers from 113 police departments, Telep (2008) found that officers who acquire a four-year degree at any point had attitudes less supportive of police abuse of authority (p. 64). He originally hypothesized officers who entered the police force prior to obtaining a college degree would be affected by police culture and therefore, would not experience any attitude change (Telep, 2008, p. 64). Ultimately, Telep (2008) admits that the impact of higher education may be able to withstand the impact of police culture, workplace pressures, and other occupational influences (p. 65). Telep (2008) also explains that his third hypothesis was inaccurate (p. 66). Moreover,

officers who obtained a bachelor's degree prior to service did not view abuse of authority scenarios as more serious situations that necessitate reporting the hypothetical officer involved (Telep, 2008, p. 66). Telep (2008) acknowledges that his measure of hypothetical behavior may have not been sufficient; however, it could also be that college education is not strongly related to behaviors associated with authority abuse (p. 67).

Ultimately, Telep (2008) concludes that higher education at any level has a beneficial impact on the attitudes of police officers towards abuse of authority (p. 69). Be that as it may, the findings presented in Telep's (2008) study do not provide enough conclusive evidence to necessitate increased educational standards for police officers or require a bachelor's degree prior to hiring (p. 69). However, they do not necessarily suggest increased educational standards are unwarranted (Telep, 2008, p. 69). Telep (2008) explains that abuse of authority and cases of excessive force damage police-community relations and are costly in terms of legal fees for defending civil suits and budget cuts caused by decreased trust in police forces (p. 69). While there is no evidence to suggest higher education will reduce abuses of authority, Telep's (2008) study shows great promise for the post-secondary education of police officers (p. 69).

### **Police-Media Relations**

The final topic discussed in this paper is "Police-Media Relations." This particular topic was chosen due to the immeasurable power media outlets have over the information that is disseminated to the public. President Obama criticized media coverage of the Baltimore Riots asserting that media outlets focus too much attention on the violent acts of rioters rather than the peaceful measures taken by community members to help solve the issues plaguing American society (Obama, 2015). Let it be known, this paper does not condone unjustified acts of violence committed by police officers, nor does it negate the media's right to cover such topics. Instead,



this paper argues that media outlets need to assume more responsibility for the way they report such injustices and deal with law enforcement as a whole. The relationship between law enforcement agencies and media outlets is a two-way street that requires compromise from both parties. The following research discusses the changes law enforcement agencies and media outlets need to make for public trust in police to improve.

**Police and Media Relations: How to Bridge the Gap.** *Police and Media Relations: How to Bridge the Gap* (2007) is a study conducted by Larry Jones, the Assistant Chief of Crimes Against Property for the Jacksonville Sheriff's Office (p. 7). Jones' (2007) study serves the purpose of resolving the differences between police and the media. Jones (2007) begins his study reflecting on the controversial relationship between police and the media (p. 1). He explains that police and other law enforcement agencies are secretive in that they are taught not to divulge information (Jones, 2007, p. 1). On the other hand, media outlets exist to uncover information and disseminate it to the public (Jones, 2007, p. 1). Herein lies the fundamental difference between police and the media (Jones, 2007, p. 1). However, Jones (2007) firmly believes the relationship between the two parties can be improved with a little insight into the worlds of both (p. 1).

Jones (2007) proceeds to explain the many benefits of improving police-media relations. According to previous studies, improved media relations could lead to the increased effectiveness of law enforcement agencies, a reduction of crime, and enhanced local funding and capital improvements (Jones, 2007, p. 2). Previous studies have recommended the following as methods of improving media relations: seek media exposure, institute open door policies, look good in front of the media, open lines of communication, develop empathy, and satisfy the needs of the media (Jones, 2007, p. 2-3). Studies have also recommended honesty, candor, and access

as necessary traits to gain public approval (Jones, 2007, p. 3). Jones (2007) explains that providing accurate and timely information to media sources prevents the need for media to obtain information from sources that might express anti-police sentiments (p. 2). Additionally, the media has incredible power and influence over the public's perception of a law enforcement agency (Jones, 2007, p. 2). Positive illustrations of police agencies have the ability to increase public trust and confidence in the depicted agencies; therefore, law enforcement should strive to maintain good working relations with the media (Jones, 2007, p. 2-3). Ultimately, Jones (2007) suggests that law enforcement agencies must understand what the media expects of them in order to make the changes necessary to develop positive relations (p. 3).

To further perspective on these issues, Jones (2007) presents a study that analyzes survey data from thirty-nine law enforcement agencies and four media outlets in Florida State (p. 4). As part of the survey, Jones (2007) asked the law enforcement agencies and the media outlets to reflect on what they could do and what they required of the other party to improve police-media relations (p. 5). Law enforcement agencies suggested proactivity, training officers to interact with media, honesty, openness, educating media on law enforcement policies, and impartiality as self-improvements for improving police-media relations (Jones, 2007, p. 5). Furthermore, they ask media outlets to be more honest, more accurate, train reporters to interact with officers, stop sensationalizing events, stop negatively portraying law enforcement, report more on positive stories, and meet with police staff regularly (Jones, 2007, p. 5). Similarly, the media recommended the following as improvements to law enforcement agencies: honesty, impartiality, proactivity, self-promotion, fairness, acknowledgement of public record laws, more consistency, and better explaining why certain actions are taken (Jones, 2007, p. 5). When asked what self-improvements they could make, the media recommended fairness, patience, being non-

biased, more effective training, written policies for how to deal with police agencies, and one central contact from the media instead of multiple reporters pestering law enforcement for the same information (Jones, 2007, p. 5).

After dissecting the data collected by his survey, Jones (2007) makes his own recommendations to law enforcement agencies and media outlets with the purpose of improving police-media relations. For law enforcement, Jones (2007) recommends transparency as a guiding principle for improving police-media relations (p. 6). Utilizing media power to disseminate crime concerns and other information, holding regular meetings with media to discuss rules of engagement, establishing a Police Information Officer position, ensuring officers adherence to policies dealing with media relations, and training class to assist the process are all practices law enforcement agencies can institute to increase transparency to the media (Jones, 2007, p. 6). Jones (2007) also provides recommendations to the media. Specifically, Jones (2007) argues that media outlets should develop written policies for dealing with law enforcement (p. 6). He recommends reporters inform officers at scenes what information they need, be aware that some information cannot be released to them, and only disseminate information from honest and accurate sources (Jones, 2007, p. 6-7). Altogether, Jones (2007) affirms his thesis that law enforcement agencies and media can coexist peacefully despite their differences (p. 7). He argues that both sides have to be willing to compromise, be educated on the policies of their counterpart, respect those policies, and always maintain effective communication (Jones, 2007, p. 7).

### **Conclusions**

Altogether, the recommendations submitted by The President's Task Force on 21<sup>st</sup> Century Policing (2015), the IACP (2015), Calderon and Hernandez-Figueroa (2013), the

Harvard Law Review (2015), Davis et al. (2014), Telep (2008), and Jones (2007) affirm the thesis of this paper that the improvement of police-community relations will enhance the effectiveness of law enforcement agencies and lessen the necessity of force. While this paper does support the majority of recommendations submitted by these sources, many of their suggestions do not directly address police-community relations or the use of force. Therefore, this paper intends to discuss the recommendations it believes are most important for law enforcement agencies to improve such relationships and limit use of force incidents. In the following section, this paper discusses its recommendations for each of the six topic areas (building trust and legitimacy, policy and oversight, technology and social media, community policing and crime reduction, officer training and education, and police-media relations) and presents its final comments on the relationship between law enforcement agencies and the communities they serve.

### **Building Trust and Legitimacy**

On building trust and legitimacy, this paper finds several recommendations necessary for police-community relations to improve. First, law enforcement agencies should adopt a guardian mindset for policing. Reducing the use of excessive force begins with evaluating the culture of a department. If a department embraces a “tough on crime” crime-fighting approach that views force as a reasonable means for handling criminal activity, an officer may be more inclined to use more force than necessary. Through the adoption of a guardian mindset, law enforcement agencies can get back to the true meaning of policing – to protect and serve.

Second, law enforcement agencies should apply procedural justice principles to policing practices. Procedural justice principles teach officers to treat people with dignity and respect, give individuals a voice during encounters, maintain neutrality and transparency in decision

making, and convey trustworthy motives. Law enforcement agencies can help encourage officers to act in procedurally just ways through the promotion of procedural justice principles at an organizational level. An example is placing importance on values adherence rather than adherence to rules in internal discipline procedures. By creating an image of procedural fairness, law enforcement agencies are less likely to be looked at as an occupying force and more likely to be viewed as public servants.

Additionally, law enforcement agencies should seek to establish a culture of accountability and transparency within their organizations. In order to establish a culture of transparency, law enforcement agencies should make department policies available to the public, regularly post information regarding policing activity, and communicate with the media swiftly, openly, and neutrally when serious incidents occur. Additionally, law enforcement agencies should develop comprehensive use of force policies, institute citizen review boards for evaluating officer complaints, and implement the use of body worn cameras to increase accountability.

Law enforcement agencies should also initiate non-enforcement activities within communities that typically have higher rates of investigative and enforcement involvement from other agencies. More often than not, citizens find themselves having negative interactions with police officers. An easy example of this is traffic control. The presence of police as enforcers is often times a stressor for civilians especially in communities where criminal activity is a continuous presence. By initiating non-enforcement activities within communities like these, law enforcement agencies allow themselves to develop trusting relationships with community members, engage them in dialogues that aid the development of policies and practices, and allow the public to see them as members of the community.

This paper also recommends law enforcement agencies strive to create a diverse workforce representative of the communities they serve. This paper firmly believes the creation of a workforce representative of a broad range of diversity such as race, gender, language, life experience, and cultural background will aid the development of public trust and legitimacy. Additionally, the presence of officers who reflect, understand, and appreciate the diversity of the communities they serve is incredibly important to the success of the police mission.

It is important to note, this paper does not limit the methods of building trust and legitimacy to these five topics. Many of the recommendations discussed in other sections of this paper are effective methods of improving trust and legitimacy. Ultimately though, this paper recommends (1) embracing a guardian mindset, (2) adopting procedural justice principles, (3) establishing a culture of accountability and transparency, (4) initiating non-enforcement activities, and (5) reflecting the diversity of the community served as the most effective methods for building trust and legitimacy.

### **Policy and Oversight**

To improve police-community relations and reduce excessive force, law enforcement agencies must also address the areas of policy and oversight. This paper begins by recommending law enforcement agencies work with communities on policy making - especially communities disproportionately affected by crime. Allowing community input in policy making processes increases police transparency and helps law enforcement agencies design policies that address the individual needs of each community. Such policies will ultimately improve police-community relationships by engaging community members and inspiring citizen cooperation. It will also increase police effectiveness at crime fighting and problem solving.

Additionally, to reduce incidents of excessive force, law enforcement agencies should institute comprehensive use of force policies that address training, investigations, prosecutions, data collection, and information sharing. Basic recruit and in-service trainings should emphasize de-escalation tactics and alternatives to arrest. The use of force, especially deadly force should always be last on the use of force continuum. Law enforcement agencies should also mandate external and independent criminal investigations for use of force incidents to maintain accountability and transparency with the public. Similar measures should apply to the prosecution of use of force incidents. Citizen Review Boards should review use of force incidents to identify any administrative, supervisory, training, tactical, or policy issues that need to be revised or changed.

Similarly, law enforcement agencies should construct policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources. By avoiding the use of provocative tactics that challenge civilian trust, police agencies reduce the appearance of a military operation and influence how the crowd perceives them. Law enforcement agencies should emphasize de-escalation tactics to limit the necessity of force. It is important that the policies and procedures developed by law enforcement agencies for policing mass demonstrations not challenge officer or public safety.

Law enforcement agencies should also eliminate policies that require officers to issue a predetermined number of tickets, citations, arrests, summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety. As explained in the section on building trust and legitimacy, the presence of police officers as enforcers often creates tension between police and civilians. If officers are required to issue a pre-determined number of tickets, citations, arrests, or summonses, the number of negative interactions with

civilians will be elevated. The mission of the police is to promote public safety, not acquire funds for government expenses.

This paper also recommends adopting policies requiring officers to seek consent and explain a person's right to refuse consent when no warrant or probable cause is present. This recommendation serves to increase police transparency and convey trustworthy motives when approaching citizens for enforcement purposes. Additionally, officers should be required to properly identify themselves and explain the reasons for a stop and search if one is conducted. Doing so should lead to a reduction of civilian complaints and improve public trust in police. This paper also supports the recommendation that the United States Department of Justice expand its National Decertification Index to establish a National Register of Decertified Officers. By establishing a National Register of Decertified Officers, agencies can ensure the officer(s) being hired have no history of misconduct in other jurisdictions. This recommendation will dramatically aid the reduction of police brutality across the United States.

The final recommendation submitted by this paper on policy and oversight recommends law enforcement agencies adopt hybrid models of police oversight. By doing so, law enforcement agencies increase transparency and accountability to the community without subjecting themselves to uneducated recommendations on police matters. This recommendation again promotes the idea of law enforcement agencies and communities collaborating to co-produce public safety.

Altogether, the policy and oversight recommendations submitted by this paper are largely aimed at reducing the use of excessive force and promoting police-community collaboration. The ability of law enforcement agencies to work with community members increases community knowledge of police work, improves officer accountability, and drastically influences the



relationships between police and community members. Ultimately, this paper recommends (1) working with communities to develop policies and procedures, (2) establishing comprehensive use of force policies, (3) developing policies and procedures for managing mass demonstrations that limit the image of a militarized police force, (4) eliminating policies that require officers to engage citizens for reasons other than improving public safety, (5) requiring officers to identify themselves, communicate intentions, and explain a person's rights when performing stops and searches, and (6) establishing hybrid models of police oversight as the most important aspects of utilizing policy and oversight to improve police-community relations and reduce use of force incidents.

### **Technology and Social Media**

On the topic of technology and social media, this paper finds several recommendations necessary to successfully improve police-community relations and reduce use of force incidents. First and foremost, law enforcement agencies should implement the use of body worn cameras. Body worn cameras have the ability to reduce officer-civilian conflict, improve the resolution of civilian complaints, improve officer training, provide more effective evidence for trials, and increase transparency and accountability. However, law enforcement agencies, court officials, and the public need to understand that body worn cameras alone are not the solution to the issue of police brutality in this country. Video evidence provided by body worn cameras does not necessarily capture the officer's individual perception of the events as they were in progress, nor does it necessarily capture the events outside the camera's footage or the cause of the actions shown. Because of this, court officials and jurors need to understand and be instructed on the ability of implicit bias to wrongly judge the video evidence provided for them. Instructions should point out the following: (1) video evidence obtain from body worn cameras does not

account for the events that took place prior to the officers arrival, (2) video evidence from body worn cameras does not capture the officer's peripherals, and (3) an officer's actions should be judged from his or her point of view. To the third point, court officials and jurors should be provided the legal test of excessive force, which is whether the police officer reasonably believed the force used was necessary to accomplish a police purpose (USDOJ, 2004). Without acknowledging the officer's point of view, it is impossible to determine whether the force used was reasonable and necessary. Additionally, law enforcement agencies need to update public record laws to protect against civilian privacy. Ultimately, this paper believes the downsides of using body worn cameras in policing (cost, privacy, and objectivity) are nothing compared to the potential benefits body worn cameras have on improving police-community relations and reducing use of force incidents.

Law enforcement agencies should also utilize social media to help disseminate information and initiate a two-way conversation between themselves and the public. The case study of the Boston Police Department's use of social media following the Boston Marathon Bombings is a perfect example of not only why law enforcement agencies should use social media, but also how law enforcement agencies should use social media. The ability of an agency to effectively use social media allows it to quickly and directly disseminate information to the public without losing public attention. Additionally, social media provides law enforcement the opportunity to have more control over the information released to the public. Publicizing positive police interactions with the community that would not normally be broadcasted by media outlets may have a dramatic affect on police-community relations. Law enforcement agencies that develop a social media presence should have a team tasked with managing the information released to the public. In the case of the Boston Police Department, authorized officers where

able to post information from their personal accounts; however, after the Boston Marathon Bombings, an administrative decision was made to silence the individual accounts so the department could speak with one voice.

Additionally, this paper supports the recommendations that the United States Department of Justice establish national standards for the research and development of new technologies and develop a list of best practices for governing the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement. In evaluating processes, the USDOJ and other law enforcement agencies should examine the new technologies impact on public safety, reducing the use of deadly force, constitutionality, and officer safety. Law enforcement agencies should consider the standards established by the USDOJ and evaluate local needs to determine whether a technology is appropriate or necessary. Based on their considerations, law enforcement agencies should adopt their own model policies and best practices for utilizing each technology to increase the effectiveness of policing and build community trust.

Ultimately, after reviewing current literature on the subject of technology and social media, this paper recommends law enforcement agencies (1) implement body worn cameras, (2) develop a social media presence, and (3) establish national and local standards for the research, development, and use of new technologies as necessary measures for improving police-community relations and reducing use of force incidents.

### **Community Policing and Crime Reduction**

The ability of a law enforcement agency to effectively carry out community policing strategies is another significant influencer on police-community relations and the necessity of force. Probably the most prominent theme throughout this paper is the need for police and communities to work together to co-produce public safety. Therefore, the first recommendation

submitted by this paper on the topic of community policing advises law enforcement agencies to develop strategies and policies that reinforce the importance of community engagement in managing public safety. Such strategies should involve partnering with community members. Examples include engaging in multidisciplinary, community teams for planning, implementing, and responding to crisis situations and collaborating with community members to identify community problems and implement solutions to those problems. Law enforcement agencies should regularly schedule forums or establish citizen advisory committees to aid in crime prevention efforts as well as department policies.

This paper also recommends law enforcement agencies infuse community policing throughout the culture and organizational structure of their departments. Law enforcement agencies can accomplish this by doing the following three things: (1) hiring, training, and promoting officers based on their ability and track record in community engagement, (2) allowing sufficient time for patrol officers to participate in problem solving and other community activities, and (3) articulating a set of values that emphasize the importance of community engagement. By completing these three tasks, law enforcement agencies allow community-oriented values to permeate the department and guide the way their officers police. Doing so should dramatically improve police-community relations and reduce the necessity of force.

Ultimately, this paper does not have many individual recommendations for improving community policing strategies. Rather, it emphasizes the importance of infusing community-oriented values throughout police culture. Additionally, this paper notes the importance of community efforts in the policing process. Without the support and teamwork of community members, the police will not be able to combat crime and produce public safety at its full potential. Communities should develop programs that aid police causes including afterschool

programs for youth. Ultimately, if law enforcement agencies can begin to build their organizations around a foundation of community policing, they will see an improvement in police-community relations and a reduced number of excessive force incidents.

### **Officer Training and Education**

As mentioned in several of the previous topic areas, training practices and education requirements for law enforcement officers also bear importance on police-community relationships and use of force incidents. To improve these areas, this paper first discusses recommendations for officer training practices. To begin with, law enforcement agencies should provide leadership training to all officers throughout their careers that addresses organizational procedural justice, community policing, police accountability, teaching, coaching, mentoring, and communicating with media outlets. Police officers are expected to be dynamic, insightful, ethical leaders in the community. By giving them the proper training in these areas, officers will be much more effective in accomplishing the police mission and building departmental legitimacy. Training should also include Crisis Intervention Training, social interaction and tactical skills training, training for dealing with mental illness and addiction, training for recognizing and confronting implicit bias, and training on policing in a democratic society. Training officers in these areas will provide them the skills necessary to interact with community members, empathize with the situations of others, and most importantly, police effectively and fairly. This paper would also like to note that the federal government can aid the improvement of state and local law enforcement training by partnering with training facilities across the U.S and establishing training innovation hubs at institutions of higher education in order to promote consistent standards for high quality training.

Additionally, this paper recommends law enforcement agencies establish higher standards of education for officers. The study examined earlier in this paper demonstrated the ability of higher education to effect officer attitudes on abuses of police authority. The study itself does not provide enough conclusive evidence to suggest hired officers should have a college degree prior to service; however, the effects of higher education on officer attitudes is enough to suggest higher education should be required in some shape or form. Because of this, law enforcement agencies should at the very least develop programs for allowing officers to obtain higher education during service and incentivize the use of such programs through scholarships. Ultimately, this paper recommends the requirement of post-secondary education or previous work experience in a similar field prior to employment as a police officer and for law enforcement agencies to incentivize the higher education of officers already employed by their departments.

Altogether, this paper asserts that establishing better practices for hiring, training, and educating officers will improve their ability to positively interact with the communities they serve and operate successfully as an organization. Furthermore, by addressing officer leadership, crisis intervention, social interaction and tactical skills, mental illness and addiction, implicit bias, and democratic policing in officer training and raising educational standards for officers, law enforcement agencies will reduce occurrences of police brutality and significantly improve police-community relations.

### **Police-Media Relations**

The final area law enforcement agencies need to address in order to improve police-community relations and reduce brutality is police-media relations. To improve police-community relations, this paper recommends law enforcement agencies be proactive, honest,

fair, open, consistent, impartial, and transparent when dealing with the media. Additionally, law enforcement agencies should train officers to interact with media, educate media on law enforcement policies, acknowledge public record laws, hold regular meetings to maintain communication, establish a Police Officer Information Position, and ensure that officers follow policies that involve media relations. Media outlets are incredibly powerful tools for law enforcement to boost public trust and disseminate information about crime concerns.

Implementing these recommendations will ultimately make for a more effective police force.

Similarly, media outlets should only disseminate information from honest and accurate sources, train reporters to interact with officers, stop sensationalizing events, stop negatively portraying law enforcement, report on more positive stories, and meet with police staff regularly in order to improve their relationships with law enforcement agencies. Most importantly though, media outlets should develop written policies for how to deal with police agencies. Media employees need to understand what information can be release to them and what information must remain private. Lastly, media outlets need to consider their organizational culture just as law enforcement agencies must evaluate theirs. Media is an essential function of American society and need to understand the effects they have on how society thinks and acts. While media has a right and an obligation to disseminate information regarding excessive force, it is unethical for media to use ratings as an excuse for damaging the reputation of a department. Causing unwarranted public distrust in law enforcement only contributes to the many issues plaguing society.

Ultimately, this paper affirms the need for police-media collaboration. The relationship between law enforcement and media outlets can only be improved if both sides recognize the need for compromise, educate themselves on the policies of their counterpart, respect those

policies, and always maintain effective lines of communication. Law enforcement and media serve two essential functions for society and their ability to cooperate with each other will directly influence public trust in police and necessity of police force.

### **Final Thoughts**

Lastly, this paper presents its final thoughts on the challenges facing law enforcement and makes one final recommendation for communities across the United States. To begin with, the issue of police brutality is not new. At the beginning of this paper, the deaths of Michael Brown, Eric Garner, and Freddy Gray were mentioned. However, these incidents are only recent cases of an issue that has plagued the U.S. for decades. Police officers are the only people given the authority to take another person's life if it is reasonable. This responsibility is not one that should be taken lightly. Ultimately, it is the thesis of this paper that improvements in police-community relations will lessen then the necessity of force and reduce occurrences of brutality. By taking measures to improve (1) trust and legitimacy, (2) policy and oversight, (3) technology and social media, (4) community policing and crime reduction, (5) officer training and education, and (6) police-media relations, law enforcement agencies can begin to make the issue of brutality a problem of the past.

Community members can also aid the reduction of excessive force issues by doing their part to improve police-community relations. The reality of the situation is that very few officers account for the mistakes that ruin the police image. The majority of police officers are some of the most selfless, heroic men and women in American society. The feeling of safety is often taken for granted but it is an invaluable emotion that many people in other countries are not blessed with. Police officers put their lives on the line on a daily basis so that the rest of society can live safely. Community members need to recognize this sacrifice and do their part to make



officers feel safe as well. In the end, the issue of police brutality will only be solved when law enforcement and communities recognize their own faults and begin to work together to co-produce public safety.

### Appendix

Table 1.1	Recommendations by the President's Task Force on 21st Century Policing on Building Trust and Legitimacy (2015)
1	Law enforcement culture should embrace a guardian mindset by adopting procedural justice as the guiding principle for internal and external policies and practices (p. 11)
2	Law enforcement agencies should acknowledge past and present injustice and discrimination in the role of policing and how it is an obstacle to the promotion of community trust (p. 12)
3	Law enforcement agencies should establish a culture of transparency and accountability to the public (p. 12)
4	Law enforcement agencies should promote legitimacy within their organizations by applying the principles of procedural justice (p. 14)
5	Law enforcement agencies should proactively encourage public trust through the implementation of positive non-enforcement activities to engage communities with high rates of investigative and enforcement involvement from government agencies (p. 14)
6	Law enforcement agencies should carefully consider the effects of crime fighting strategies on public trust before implementing them (p. 15)
7	Law enforcement agencies should track the level of community trust in police just as they track changes in crime (p. 16)
8	Law enforcement agencies should strive to create a diverse workforce to improve understanding and effectiveness in dealing with all types of communities (p. 16)
9	Law enforcement agencies should nurture trusting relationships with immigrant communities to promote public safety (p. 18).

Table 1.2	The IACP's Recommendations For Improving Communication, Understanding, Education, and Transparency (2015)
1	Law enforcement agencies should educate the community about police practices through the utilization of proactive outreach programs to balance negative perceptions of police (p. 19). Examples include promoting the publication of positive police stories, establishing personal relationships and direct communication with community leaders, and educating community members about what information police are legally able to share with them (p. 19).
2	Law enforcement agencies should establish transparency with all appropriate information including arrest and demographic data and provide easy access to such information (p. 19)
3	Law enforcement agencies should promote consistent and honest communication with communities even if the truth is perceived as negative (p. 19)
4	Law enforcement agencies should leverage relationships with key community members to quickly disseminate accurate information especially to communities of distinction (p. 19)
5	Law enforcement agencies should create an environment that welcomes criticism by ensuring department procedures for citizen complaints are open, accessible, and free of inhibitors (p. 19)
6	Law enforcement agencies should communicate internally by requiring continual, consistent departmental training and retraining to reinforce expectations for building community relationships and ensure officers know what is expected of them with regard to nurturing those relationships (p. 20)
7	Law enforcement agencies should communicate promptly, frequently, and clearly when responding to critical incidents (p. 20)

Table 1.3	The IACP's (2015) Recommendations For Improving Partnership and Collaboration
1	Law enforcement agencies should identify and capitalize on opportunities to engage and partner with the community including ancillary programs and other opportunities to influence the business of the police department (p. 21)
2	Law enforcement agencies should implement citizen advisory boards to provide structured community input into hiring decisions, citizen complaints, and other department affairs (p. 21)
3	Law enforcement agencies should promote the image that they too are members of the community to help break down barriers between law enforcement and the public (p. 21)
4	Law enforcement agencies should only partner with appropriate community members, not self-appointed leaders (p. 21)
5	Law enforcement agencies should conduct meetings in a congenial, productive, and efficient manner and leave action items for everyone to foster shared responsibility between police, community members, and political responsibility (p. 21)
6	Law enforcement agencies should identify a plan of action for critical incidents and include partnerships with the community in the involvement of such a plan (p. 21)

Table 1.4	The IACP's (2015) Recommendations For Building and Sustaining Trust Through Equity and Justice
1	Law enforcement agencies should demand a culture of respect and inclusion toward all parts of the community from department personnel (p. 21)
2	Law enforcement agencies should clearly define problems and challenges to police-community relations and acknowledge their contexts when engaging community members (p. 21)
3	Law enforcement agencies should ensure that transparency, partnership, and equity is pervasive within the department so its values outlast the lifespans of departmental programs and leadership (p. 21)
4	Law enforcement agencies should establish consistency in efforts to nurture police-community relationships by focusing on sustained equity, justice, and constitutional policing (p. 21)
5	Law enforcement agencies should employ new technologies to increase police accountability such as body-cameras, vehicle dash cameras, and firearm scope cameras (p. 21)
6	Law enforcement agencies must ensure transparency and accountability when incidents occur because the department's response to an incident can be as, or more, impactful than the incident in sustaining trusting relationships with the community (p. 21-22).

Table 2.1	Recommendations by the President's Task Force on 21st Century Policing on Policy and Oversight (2015)
1	Law enforcement agencies should work with community members to develop policies and strategies for deploying resources aimed at reducing crime in disproportionately affected neighborhoods by improving relationships, community engagement, and cooperation (p. 20)
2	Law enforcement agencies should institute comprehensive policies on the use of force that address training, investigations, prosecutions, data collection, and information sharing. Such policies should be clear, concise, and transparently available for inspection by the public (p. 20)
3	Law enforcement agencies should implement non-punitive peer review of critical incidents separate from criminal and administrative investigations (p. 22)
4	Law enforcement agencies should adopt identification procedures that implement scientifically supported practices to eliminate or minimize presenter biases (p. 23)
5	Federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding department demographics (p. 24)
6	Law enforcement agencies should collect, maintain, and analyze demographic data on all detentions and disaggregate the data by school and non-school contacts (p. 24)
7	Law enforcement agencies should construct policies and procedures for policing mass demonstrations to employ a continuum of managed tactical resources designed to reduce the appearance of military operation and avoid provocative tactics and equipment that challenge civilian trust (p. 25)
8	Law enforcement agencies should employ some form of civilian oversight in order to build community trust. Law enforcement agencies should allow respective communities to define the appropriate forms and structure of oversight to conform to each community's individual needs (p. 26)
9	Law enforcement agencies should avoid practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens not directly related to improving public safety, such as generating revenue (p. 26)

10	Law enforcement officers should be required to seek consent before conducting searches and explain the person's right to refuse consent when there is no warrant or probable cause. Also, officers should ideally obtain written acknowledgement to serve as a record of approved consent (p. 27)
11	Law enforcement agencies should introduce policies requiring officers to identify themselves by their full name, rank, and command and provide such information in writing to individuals they have stopped. Additionally, policies should require officers to state the reason for the stop and the search if one is conducted (p. 27)
12	Law enforcement agencies should establish search and seizure procedures for LGBTQ and transgender populations and stop using the possession of condoms as the sole evidence of vice (p. 27-28)
13	Law enforcement agencies should establish and enforce policies prohibiting profiling and discrimination based on race, ethnicity, nationality, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency (p. 28)
14	The U.S. Department of Justice (USDOJ) should provide technical assistance and incentive funding to jurisdictions with police agencies that move toward shared services, regional training, and consolidation (p. 28)
15	The U.S. Department of Justice (USDOJ) should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the purpose of covering all agencies within the US and its territories (p. 29)

Table 2.2	Recommendations by the President's Task Force on 21st Century Policing on Use of Force Policies (2015)
1	Policies for training on the use of force should place emphasis on de-escalation and alternatives to arrest when appropriate (p. 20)
2	Policies should mandate external and independent criminal investigations for use of force incidents resulting in death, officer-involved shootings resulting in injury or death, and in-custody deaths (p. 21)
3	Policies should also mandate use of external and independent prosecutors in use of force incidents as described above (p. 21)
4	Policies on the use of force should require agencies to collect, maintain, and report data on all officer-involved shootings and in-custody deaths to the Federal Government (p. 21)
5	Policies on the use of force should explain what types of information will be released, when, and in what situation, to maintain transparency with the public (p. 22)
6	Law enforcement agencies should establish Serious Incident Review Boards comprising of police and community members to analyze serious use of force incidents. Such review boards should serve to identify administrative, supervisory, training, tactical, or policy issues that may need to be revised or changed (p. 22)



Table 2.3	Challenges to the Successful Implementation of Citizen Oversight Committees (Calderon & Hernandez-Figueroa, 2013)
1	Politicians who have a "law and order" agenda not conducive to oversight may limit the powers of citizen oversight committees (p. 7)
2	Police unions may challenge the authority of oversight agencies and undermine their effectiveness through poor cooperation (p. 7)
3	The deep mistrust of police may deter activists from constructively engaging in conversation regarding police reform (p. 7)
4	Ineffective management or leadership in oversight agencies will result in unmet public expectation (p. 7)
5	Fear of crime has the ability to offset support for police accountability (p. 7)
6	Public support in citizen oversight committees may decrease if they do not appear independent of law enforcement (p. 7)

Table 3.1	Recommendations by the President's Task Force on 21st Century Policing on Technology and Social Media (2015)
1	The USDOJ should expand efforts of the National Institute of Justice to establish national standards for researching and developing new technologies. Such standards should address compatibility and interoperability needs within law enforcement agencies across jurisdictions and maintain civil and human rights protections (p. 33)
2	When implementing appropriate technology, law enforcement agencies should consider local needs and conform with national standards (p. 34)
3	The USDOJ should develop practices for state legislative bodies to adapt with the intention of governing the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement (p. 35)
4	Federal, state, local, and tribal legislative bodies should update public record laws (p. 36)
5	Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access (p. 36)
6	The Federal Government should aid the development of "non-lethal" technology to help control combative suspects (p. 37)
7	The Federal Government should prioritize the development and construction of segregated radio spectrum and increased band-width by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies (p. 39)

Table 4.1	Recommendations by the President's Task Force on 21st Century Policing on Community Policing and Crime Reduction (2015)
1	Law enforcement agencies should develop and implement policies and strategies with the goal of reinforcing the importance of community engagement in managing public safety (p. 42)
2	Law enforcement agencies should infuse community policing throughout the culture and organizational structure of their departments (p. 43)
3	Law enforcement agencies should team up with the community for planning, implementing, and responding to crisis situations with complex causal factors (p. 44)
4	Communities should support a culture and practice of policing that values the protections and promotion of the dignity of all, especially the vulnerable (p. 44)
5	Law enforcement agencies should work with community members to identify problems and work together to implement solutions that produce meaningful results for the community (p. 45)
6	Communities should implement policies and programs that address the needs of community youth and reduce aggressive law enforcement tactics that stigmatize youth and limit their participation in school and community activities (p. 47)
7	Communities need to recognize the voices of community youth in decision making, facilitate youth-led research and problem solving, and fund youth leadership training and life skills through positive youth/police interactions (p. 49)

Table 4.2	Recommendations by the President's Task Force on 21st Century Policing on Addressing the Needs of Community Youth (2015)
1	Law enforcement agencies should collaborate with education institutions to reform policies and procedures that force children into the juvenile justice system (p. 47)
2	Law enforcement agencies should collaborate with schools to encourage the creation of alternatives to suspension and expulsion through restorative justice, diversion, counseling, and family interventions (p. 48)
3	Law enforcement agencies should collaborate with schools to involve youth in decision making, such as restorative justice, youth courts, and peer interventions (p. 48)
4	Law enforcement agencies should collaborate with schools to implement an instructional approach to discipline that utilizes interventions or disciplinary consequences to aid student development of behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning (p. 48)
5	Law enforcement agencies should collaborate with schools to create and monitor school disciplinary policies with the input of school personnel, students, families, and community member. Policies should ban the use of corporal punishment and electronic control devices (p. 48)
6	Law enforcement agencies should collaborate with schools to adopt a continuum of developmentally appropriate and proportional consequences for situations regarding ongoing student misbehavior not solved by all prior interventions (p. 48)
7	Law enforcement agencies should collaborate with communities to take part in programs and procedures for reintegrating juveniles back into their communities after they leave the juvenile justice system (p. 48)
8	Law enforcement agencies should collaborate with schools to establish memoranda of agreement about the placement of school Resource Officers that limit police involvement disciplining students (p. 48)
9	The Federal Government should further evaluate zero tolerance strategies and assess the role reasonable discretion should play when dealing with adolescent misbehavior (p. 48)

Table 5.1	Recommendations by the President's Task Force on 21st Century Policing on Officer Training and Education (2015)
1	The Federal Government should encourage the creation of partnerships with training facilities across the U.S. in order to promote consistent standards for high quality training. Additionally, the Federal Government should help establish training innovation hubs (p. 53)
2	Law enforcement agencies should encourage community participation in the training process (p. 54)
3	Law enforcement agencies should provide leadership training to all officers throughout their careers (p. 54)
4	The USDOJ should create a national postgraduate institute of policing for senior executives with a standardized curriculum aimed at preparing students to lead law enforcement agencies in the 21st Century (p. 55)
5	The USDOJ should task the FBI with adding information about the topical areas covered in this report to the curriculum of the National Academy at Quantico. The offices of COP and Justice Programs should perform a similar task with all professional law enforcement organizations (p. 56)
6	POSTs should include Crisis Intervention Training (CIT) in basic and in-service officer training (p. 56)
7	POSTs should aim to improve social interaction and tactical skills during basic officer training (p. 56)
8	POSTs should educate all officers on the disease of addiction (p. 57)
9	POSTs should include content about recognizing and confronting implicit bias and cultural responsiveness in basic recruit and in-service training (p. 58)
10	POSTs should include content about policing in a democratic society in basic recruit and in-service training (p. 59)
11	The Federal Government, in addition to state and local law enforcement agencies, should support and incentivize higher education for officers (p. 59)
12	The Federal Government should fund research into the development of technology with the ability to improve scenario-based training, social interactions skills, and equip agencies to engage in interactive distance learning (p. 60)

13	The USDOJ should fund the creation and adoption of improved Field Training Officer programs (p. 60)
----	---

## References

- Archbold, C. A. (2013). The history of the police. J. Westby, M. Krattli, R. Leblond, M. Vail, L. Gleason, & K. Husband (1<sup>st</sup> ed.), *Policing* (p. 2-12). Thousand Oaks, CA: Sage Publications, Inc.
- Calderon, E. L. & Hernandez-Figueroa, M. (2013). *Citizen Oversight in Law Enforcement*. Retrieved from <http://cpp.fullerton.edu/pdf/Citizen%20Oversight.pdf>
- Davis III, E. F., Alves, A. A., & Sklansky, D. A. (2014). *Social Media and Police Leadership: Lessons from Boston*. Retrieved from <https://www.ncjrs.gov/pdffiles1/nij/244760.pdf>
- International Association of Chiefs of Police. (2015). *IACP National Policy Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust*. Retrieved from [http://www.theiacp.org/Portals/0/documents/pdfs/CommunityPoliceRelationsSummitReport\\_Jan15.pdf](http://www.theiacp.org/Portals/0/documents/pdfs/CommunityPoliceRelationsSummitReport_Jan15.pdf)
- Jones, L. (2007). *Police and Media Relations: How to Bridge the Gap*. Retrieved from [https://www.fdle.state.fl.us/Content/getdoc/9a5940ba-6100-45e3-86a2-092f72480769/jones-larry-final-paper-\(1\).aspx](https://www.fdle.state.fl.us/Content/getdoc/9a5940ba-6100-45e3-86a2-092f72480769/jones-larry-final-paper-(1).aspx)
- Obama, B. (2015 April 28). Obama criticizes black deaths by police, rioters, and society. Retrieved from <http://www.fox5dc.com/news/1893336-story>
- President's Task Force on 21st Century Policing. (2015). *Final Report of the President's Task Force on 21st Century Policing*. Retrieved from [http://www.cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)
- Telep, C. W. (2008). *The Impact of Higher Education on Police Officer Attitudes Regarding*

*Abuse of Authority*. Retrieved from

<http://drum.lib.umd.edu/bitstream/handle/1903/8098/umi-umd-5263.pdf;jsessionid=5ACE3FFD80D28B16CC8EB5A376E5AEB6?sequence=1>

United States Department of Justice. (2004). Use of force. Retrieved from

<http://www.cops.usdoj.gov/default.asp?Item=1374>

(2015). Considering police body cameras: Developments in the law. *Harvard Law Review*, Vol.

128, No. 6. 1794-1817. Retrieved from <http://cdn.harvardlawreview.org/wp-content/uploads/2015/04/Considering-Body-Cameras.pdf>