

The Power of Critical Relationships – The Roles of the CM and Police Chief

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How CMs and Police Chiefs Must Partner for Success

Crisis in Confidence in Policing in America

Crime Dropped For 15 Years

Public Confidence in PDs Has Also Fallen

Trend is Accelerating

Why the Disconnect?

- Excessive Force Incidents Caught on Video
- Poor and People of Color Don't Trust Police
- Overly Aggressive and/or Racist Tactics
- Warrior versus Protector/Guardian Mentality

CMs and Police Chiefs Are Key to Reform

- Highest Ranking Appointed Execs
- High Profile Positions Wield Power
- Must Share Similar Values and Vision for PD
- Must Understand each Other's Perspective and Support One Another
- Major Influences on Organizational Culture

Lessons To Be Learned for Ferguson,....

- Lasting collaborative relationships between local police and public are essential
- Public cares as much about interactions with Police as they do about outcomes
- Chiefs and CMs must strengthen community policing and trust

Clear and Comprehensive Policies Reflective of Communities Served

- Use of Force
- Mass Demonstrations
- Consent before Searches
- Gender Identification
- Racial Profiling
- Performance Measures
- Collection of Data

Technology Outstrips Policy

BWCs, drones, social media, facial recognition software

Transparency, accountability and privacy

Think through policies when adopting new technologies

Same goes for military equipment

Community Policing Works

- Values of Protection, Procedural Justice and Dignity for All
- Foster Cooperation, Community Engagement and Improving Relationships with Public
- Promote Positive Non-Enforcement Activities
- Support Community-Based Efforts to Address Poverty, Education, Health & Safety

Youth

- Avoid Tactics that Unnecessarily Stigmatize Youth or Marginalize Them in School
- Support Youth Leadership & Life Skills Training
- Provide Incentives for Officers to Involve Themselves as Role Models with Youth

Things To Avoid

- Policies or Practices that Lead to Disparate Impacts
- Quotas or Other Incentives for Arrests, Citations or Tickets Related to Revenue
- Becoming Involved in Immigration Enforcement
- Racial Profiling
- Sexual Harassment or Misconduct

Things to Embrace

- Scenario Based and C.I.T Training
- Emphasize De-Escalation and Alternatives to Arrest
- External/Independent Investigations of Officer Involved Shootings Resulting in Death
- “Soft Look” Uniforms
- Interagency Collaboration, Shared Services and Regional Training

More Things To Embrace

- Specialized training for dealing with those with mental disabilities
- Training on implicit bias versus racial discrimination
- Diversity in Police hiring and promotions
- Coordination with human service community
- Officer safety and wellness

Still More Things to Embrace

- Timely and Accurate Communications with Public about Police Activities
- Civic Engagement rather than Civilian Oversight
- Problem-Solving Partnerships

Questions/Comments?

Additional Information...

2014 President's Taskforce on 21st Century Policing

D.O.J. Report on Ferguson





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