WORKING GROUP UPDATE:
CITIZEN-LAW ENFORCEMENT RELATIONS
Co-Chairs: Dr. Dan Isom, Brittany Packnett
May 18, 2015
RECAP: CALL TO ACTION ASSIGNMENTS
ISSUES & ASSIGNMENTS

• **Use of Force**
  o Rosenfeld, Ahlbrand

• **Approach to Mass Demonstration**
  o Staff
  o Keith Williams (community participant)

• **Anti-Bias & Cultural Competency**
  o Aroesty, Bell

• **Community Policing (External Accountability)**
  o Isom

• **Accreditation (Internal Accountability)**
  o Staff
USE OF FORCE
<table>
<thead>
<tr>
<th>KEY QUESTIONS</th>
<th>CALLS TO ACTION</th>
<th>ACCOUNTABLE BODY(IES)</th>
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<tbody>
<tr>
<td>What is the definition of use of force?</td>
<td>Departmental Systematic Review of Use-of-Force Policies</td>
<td>Department executives</td>
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<td>• revise as needed to authorize use of only the minimal force necessary to achieve legitimate law enforcement objectives, preserve lives and safety of officers and citizens</td>
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<td>What are the stages of use of force when dealing with an individual?</td>
<td>Agency Policy, Training, Procedures should Emphasize the Circumstances Governing Use of Tactical Withdrawal</td>
<td>MO General Assembly</td>
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<td>• tactical withdrawal encourages officers to back away from a subject, expand the perimeter of the encounter, and call for backup</td>
<td>MO Department of Public Safety</td>
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<td>Under what conditions is each use of force merited?</td>
<td>Publicly Accessible, Statewide Data System Recording Use-of-Force Incidents</td>
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<td>• established by the state</td>
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I support the following Call to Action:

Police departments across the state should revise their policies on use of force to authorize ONLY the minimal force necessary to achieve law enforcement goals and protect officer and citizen safety.

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
COMMUNITY RESPONSE

I support the following Call to Action:

Police departments across the state should revise their policies on use of force to clarify the instances when officers should withdraw from dangerous situations and call for backup, rather than engage in potentially dangerous encounters (i.e., tactical withdrawal).

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
COMMUNITY RESPONSE

I support the following Call to Action:
Missouri should establish a publicly available, statewide database on police use of force to inform internal departmental operations, state policy, and the public at large.

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
APPROACH TO MASS DEMONSTRATION
<table>
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<tr>
<th>1. The first priority shall be preservation of human life.*</th>
<th>4. Police will provide to the public information that makes clear the chain of command, who is making what decisions and the processes for deciding when the police response will be escalated. +</th>
<th>7. Police will wear only the attire minimally required for their safety. Specialized riot gear will be avoided except as a last resort. *</th>
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<td>2. Channels of communication will be established so that situations can be de-escalated if necessary.</td>
<td>5. Every attempt should be made to communicate with protesters to reach “common sense” agreements based on these protocols, both ahead of time and at the scene of protests.</td>
<td>8. Crowd control equipment such as armored vehicles, rubber bullets, rifles and tear gas will not be used. *</td>
</tr>
<tr>
<td>3. Police will give protesters 48 hour advance notice before grand jury decision is announced.</td>
<td>6. Clear standards of professionalism and sound community friendly-policing will be maintained and adhered to at all times</td>
<td>9. Police or other government authorities will not interfere with the free flow of information through tactics such as limiting cell or internet access, interception of cell or other mobile conversations or unwarranted wiretaps</td>
</tr>
</tbody>
</table>
10. Every attempt will be made to pinpoint arrests so that only individual lawbreakers will be arrested. “Kettling” and mass arrests will not be used.

11. Safe houses shall be considered sacred ground and only entered by police when called upon or if extremely necessary.

12. Media, Legal Observers and Medics shall not be considered participants in protests and shall be allowed to do their jobs freely.

13. Every attempt will be made to provide alternate routes or other means for non-involved persons to get to places of employment and meet other transportation necessities.

14. Strategically, police commanders will allow protests to take and occupy larger and more disruptive spaces than would normally be tolerated, and will allow occupation of those spaces for longer periods of time than would normally be tolerated.

15. Police will be instructed to be tolerant of more minor lawbreaking (such as thrown water bottles) when deciding whether to escalate the use of force. *

16. Police rank and file will be instructed to provide every latitude to allow for free assembly and expression, treating protesters as citizens and not “enemy combatants.”

17. Excessive force and other forms of police misconduct will not be tolerated. *

18. Intimidation and harassment of protesters will not be tolerated. This includes pretextual pedestrian or traffic stops, contacting of employers or family members, pre-emptive arrests or detention of “leaders,” publishing of private information and any other means of intimidation and harassment.

19. Bond for arrestees will not be set above the levels which would be considered average over the last two years, and arrestees will not be held for periods longer than average lengths of time. Medical care will be liberally made available. Attorneys will be able to travel to and meet with clients without impediments.
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| What is the command structure when multiple jurisdictions are involved? How should it be determined? Is it determined on the ground? | **Law Enforcement Incident Command System (LEICS)**  
- streamlines management of critical incidents by consolidating response into modules  
- designates in advance precise duties of all participants  
- governs who will be in charge at the scene  
- Allows 1 agency or many working together to adapt to many critical incidents | Existing LEICS Structures | 
| What would a mutual aid agreement between fire, police, etc. look like?      | **Mutual Aid across Municipal and State Lines**  
- IL utilizes ILEAS Mobile Field Force (small squad tactics) | Existing Emergency Management Systems | 
| What were the breakdowns in Ferguson and how can they be prevented in the future? | **Community-Wide, Reality-Based Training Opportunities**  
- include law enforcement, fire departments, emergency management, emergency medical services, local hospitals, etc.  
- facilitates more precise and effective response when agencies train together | Existing Municipal Agencies | 
| What can we learn from the model to response to natural disaster?           |                                                                                                                                                                                                                                                                                                                                                     |                        | 
| What should training look like?                                            |                                                                                                                                                                                                                                                                                                                                                     |                        | 
| How should officers adapt to new forms of organized demonstration?          |                                                                                                                                                                                                                                                                                                                                                     |                        |
I support the following Call to Action:

*Police departments across the state should clarify the incident command system (ICS) for the public in situations where multiple law enforcement agencies and first responders are required.*

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
I support the following Call to Action:

*Police departments across the state should enter into mutual aid agreements with neighboring agencies in other jurisdictions.*

A. Strongly Agree  
B. Agree  
C. Neither Agree nor Disagree  
D. Disagree  
E. Strongly Disagree
I support the following Call to Action:

*Police departments across the state should implement community-wide, reality-based training for incidents requiring the involvement of multiple law enforcement agencies.*

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
ANTI-BIASES & CULTURAL COMPETENCY
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<td>What institutional changes can be</td>
<td><strong>Move officers out of their comfort</strong></td>
<td>POST Commission</td>
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<td>made to build a culture around anti-</td>
<td><strong>zones to new experience-based</strong></td>
<td>Department executives</td>
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<td>bias and inclusion?</td>
<td><strong>self-awareness</strong></td>
<td>All statewide police associations</td>
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<td>• learning not just in classrooms or</td>
<td>IACP</td>
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<td></td>
<td>department facilities</td>
<td>CALEA</td>
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<td>• continually differing personal</td>
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<td>interactions with community</td>
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<td>representatives, leaders and youth</td>
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<td><strong>Officer learning approaches to</strong></td>
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<td><strong>understanding individual bias and</strong></td>
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<td><strong>its impact on community service</strong></td>
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<td>1. study common language,</td>
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<td></td>
<td>including officer discretion</td>
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<td>2. study current events</td>
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<td>3. study Cycle of Socialization</td>
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<td>4. Study why policing is unique and</td>
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<td></td>
<td>how bias in other professions may</td>
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<td>inform policing (e.g., teachers)</td>
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<td>How can we scale CIT given the</td>
<td>While there is overlap of some aspects of CIT training with the kind</td>
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<td>current time and financial constraints</td>
<td>of sensitivity that should be available in every police-citizen interaction,</td>
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<td>involved in completing the training?</td>
<td>the issue of <strong>bias needs to be on a</strong></td>
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<td>separate platform.</td>
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I support the following Call to Action:

Police departments across the state should revise their training and continuing education policies to emphasize experience-based self-awareness through continually differing personal interactions with community representatives, leaders and youth.

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
I support the following Call to Action:

Police departments across the state should revise their anti-bias protocols by applying new learning approaches to understand bias and its influence on community service.

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
COMMUNITY POLICING
## KEY QUESTIONS & CALL(S) TO ACTION

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| How do you assess quality (i.e., “customer service”)?                       | Independent Citizen Evaluation  
  • annual satisfaction surveys  
  • quality of individual officer-citizen contacts (e.g., business card with customer service number)  
  • citizen advisory groups  
  • community policing strategic plans  
  • recommendations for officer hiring and evaluation | Department executives  
Circuit Attorney’s Office |
| What are the minimum standards for officer engagement?                       | Internal Police Administration  
  • patrol officers work social service agency or other community-building institution for some time period after academy  
  • expand training academy to include community-building assignments and experience  
  • patrol officer spend 25% time on community building  
  • officers establish block watches as problem-solving partners  
  • community-building activity is 50% of officer performance evaluation  
  • diversion programs for nonviolent offenses (alternatives to arrest) | Circuit Attorney’s Office |
| What about when English is not the first language?                          |                                                                                                                                                                                                                 |                                             |
I support the following Call to Action:

Police departments across the state should integrate independent civilian evaluation into routine departmental operations, including input on individual officer-citizen interactions and policing strategic plans.

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
COMMUNITY RESPONSE

I support the following Call to Action:

Police departments across the state should revise policies directing internal administration to facilitate more positive police-community interactions, social service experience for officers and required community-building field time.

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree
### KEY QUESTIONS & CALL(S) TO ACTION

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| What standards can we pull from CALEA as a bare minimum – even in the absence of full accreditation? | (mandatory) CALEA Standards §45 addresses community-oriented policing  
  • quarterly COP report  
  • programs to address community (mis)perceptions of crime  
  • crime prevention groups in residential and business areas  
  • community involvement directive survey of citizen attitudes and opinions every three years | CALEA |
| By when can all police forces be fully accredited? | SB 5 Requirements  
  • CALEA or MPCA accreditation within 6 years | MPCA |
| Who would be the accrediting body?                 | Review of Empirical Evidence  
  • National and state accreditation induces no significant change in police officer behavior or agency performance (e.g., clearance rates) | Department executives |
| What are the review processes and how does a unit fall out of accreditation? |                                                                                      | MO General Assembly |
I support the following Call to Action:

At a minimum, police departments across the state should be required to adopt the community-oriented policing standards endorsed by CALEA.

A. Strongly Agree
B. Agree
C. Neither Agree nor Disagree
D. Disagree
E. Strongly Disagree