

THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING

Pillar One: Building Trust & Legitimacy Potential Recommendations for Deliberation Draft February 24, 2015

1.1 RECOMMENDATION ONE: Law Enforcement culture should embrace a guardian mentality to build public trust and legitimacy. Towards that end, police and sheriff's departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.
1.2 RECOMMENDATION TWO: The role of policing in past injustice is a hurdle to promotion of community trust. This history should be acknowledged by agencies in order to move forward to relationships of trust.
1.3 RECOMMENDATION THREE: Agencies should establish a culture of transparency and accountability in order to help the public see that decision making is fair and in accord with stated policy.
1.3.1 Action Item: To embrace a culture of transparency, law enforcement agencies should make available for public review all department directives; and regularly post on the department's website information about arrests, reported crime and other law enforcement data, even when it is less than favorable to the department's image.
1.3.2 Action Item: When negative incidents occur, including those involving alleged police misconduct, departments should communicate with citizens and the media swiftly, openly and non-defensively, while recognizing that there are some areas where the law requires confidentiality.
1.4 RECOMMENDATION FOUR: Law enforcement agencies should promote legitimacy within the organization, by applying the principles of procedural justice.
1.4.1 Action Item: In order to achieve internal legitimacy, agencies should involve employees in the process. For example, internal department surveys should ask officers what they think of policing strategies in terms of enhancing or hurting their ability to connect with the public.
1.4.2 Action Item: Chiefs should involve the union leadership and make it a partner in planning the department's community outreach work.
1.4.3 Action Item: Agencies should examine opportunities to incorporate procedural justice into the discipline process, placing additional importance on values adherence rather than rules adherence.
1.5 RECOMMENDATION FIVE: Agencies should endeavor to engage in a variety of proactive ways with communities frequently involved with law enforcement in order to promote trust.
1.5.1 Action Item: Institute residency incentive programs, such as Resident Officer Programs.
1.5.2 Action Item: Create opportunities in school and communities for positive, non-confrontational interactions with police.
1.5.3 Action Item: Use of physical control equipment and techniques against vulnerable populations such as children, elderly and pregnant women can undermine public trust, so polices should be carefully considered and reviewed, and if no policy is in place, one should be adopted.

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1.6 RECOMMENDATION SIX: Law enforcement agencies must consider the potential damage to public trust when implementing crime fighting strategies.
1.7 RECOMMENDATION SEVEN: In order to build trust with the community it is important to have civilian oversight of police.
1.7.1 Action Item: The Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its justice research agenda to be more comprehensive and include civilian oversight.
1.7.2 Action Item: The Department of Justice's COPS office should provide technical assistance and collect best practices from existing civilian review boards and be prepared to help cities create this structure, potentially with some matching grants and funding.
1.8 RECOMMENDATION EIGHT: Departments should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.
1.8.1 Action Item: A model such as The National Police Research Platform could be developed and deployed to conduct such surveys.
1.9 RECOMMENDATION NINE: Agencies should strive to hire a diverse and culturally competent workforce.
1.9.1 Action Item: The federal government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.
1.9.2 Action Item: The department overseeing this initiative could help localities learn best practices for recruitment, training and outreach to improve the diversity of law enforcement agencies.
1.9.3 Action Item: Successful departments should be highlighted and celebrated and departments with less diversity should be offered technical assistance to facilitate change.
1.9.4 Action Item: Any federal funding for any other law enforcement program should be influenced by that department's diversity rating and efforts to improve.
1.10 RECOMMENDATION TEN: Departments should build relationships based on trust with immigrant communities. This is central to overall public safety.
1.10.1 Action Item: Decouple federal immigration enforcement from local policing.
1.10.2 Action Item: The Department of Homeland Security should terminate the use of the state and local criminal justice system, including through detainers, to enforce immigration laws.
1.10.3 Action Item: Local agencies should ensure reasonable and equitable language access for all persons with limited English proficiency who have encounters with police or who enter the criminal justice system.
1.10.4 Action Item: The Department of Justice should remove civil immigration information from the FBI's National Crime Information Center database and halt the practice of redirecting routine FBI criminal fingerprint checks to DHS for civil immigration enforcement purposes.