

President's Task Force on 21st Century Policing



Columbia Police Department's Report

December 2015

*“When any part of the American family does not feel like it is being treated
fairly, that’s a problem for all of us.”*

President Barack Obama

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Pillar 1 Building Trust & Legitimacy

Prepared by Lt. Barbra Buck

People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do The public confers legitimacy only on those they believe are acting in procedurally just ways.

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Pillar 1 Introduction

During public listening sessions procedural justice was talked about as a “foundational necessity in building public trust” (page 2 Interim Report 21st Century Policing). During these listening sessions, there was a lot of talk about how to define the difference between “implicit bias and racial discriminations”. This was determined to be the main two things which are perceived to be problematic between law enforcement and the community. There was a strong opinion from those in the community that there needs to be more “police involvement in community affairs as an essential component of their crime fighting duties” (page 2 Interim Report 21st Century Policing). Law enforcement voiced concern about some in the community who do not respect their authority. Mayors of three larger metropolitan areas expressed concern of how to budget for the proposed changes for law enforcement.

“Building trust and nurturing legitimacy on both side of the police/citizen” (page 7 Interim Report 21st Century Policing) relationship is at the heart of this pillar. The main question is how will this be accomplished? Over the past twenty years law enforcement has become more effective, better equipped and more organized in solving crime. Despite these successes, some polls indicated the public's confidence in law enforcement remains unchanged and has declined in some minority communities. Some theories suggest this is due to minority communities experiencing the greatest impact of mass incarceration in jail/prison.

In order for the community to feel law enforcement is legitimate, the community must feel those in law enforcement have the authority to tell them what to do. This is based on the belief that law enforcement is “acting in procedurally just ways”.

Four Concepts of Procedurally just behavior (page 7 Interim Report 21st Century Policing):

1. Treating people with dignity and respect
2. Giving individuals a “voice” during encounters
3. Being neutral and transparent in decision making
4. Conveying trustworthy motives

In theory, if law enforcement practices these four concepts, it will lead to building relationships and trust between the community and law enforcement. The community begins to trust that law enforcement is “honest, unbiased, benevolent and lawful” (page 7 Interim Report 21st Century Policing). Law enforcement will feel their authority is being respected and they are more willing to become more open with the community. As the relationship grows, the community will be likely to share more values with law enforcement. The community is more willing to follow the law and cooperate with law enforcement because of the relationship with law enforcement.

Internal vs External procedural justice

Internal: “Practices within an agency and the relationships officers have with their colleagues and leaders” (page 8 Interim Report 21st Century Policing). Research suggests “Officers who feel respected by their supervisors and peers are more likely to accept departmental policies, understand decisions and comply with them voluntarily” (page 8 Interim Report 21st Century Policing). This results in the officer being more professional and respectful during their interactions with the community.

External: “Focuses on the ways officers and other legal authorities interact with the public and how the characteristics of those interactions shape the public’s trust of the police” (page 8 Interim Report 21st Century Policing). The key component is “the practice of fair and impartial policing”. Fair and impartial policing is built on the ability to recognize and understand explicit and implicit biases.

Everyone has biases based on their life experiences which influence their interactions with other people and situations. Whether explicit or implicit, biases can be harmful during interactions between law enforcement and the community. To achieve legitimacy, those in law enforcement and the community should become aware of their explicit and implicit biases. This has an impact on the ability to build relationships and trust between the community and law enforcement. The Columbia Police Department has had training in Fair and Impartial Policing (taught by Sgt. Mike Hestir). This training helps officers and other personnel identify their explicit as well as the implicit biases and how it affects their ability to be effective in their interactions with the community.

Each law enforcement agency's police culture has an effect on whether there is a good or bad relationship with the community. Law enforcement's use of disrespectful language and biases has a negative impact on the relationship with the community. Law enforcement's use of respectful language and fair/impartial treatment of the community will have a positive effect on the relationship with the community. Several speakers in the listening sessions called for oversight of law enforcement.

Recommendation 1.1

Law enforcement cultures should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' 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.

Overview

The way an agency and its officers define their roles will determine how they interact with the community. The concept of guardian mindset for officers refers to a mission to protect the community. "Guardians are members of the community, protecting from within" (page 10 Interim Report 21st Century Policing). The community will have a more positive view of law enforcement if law enforcement is viewed as being trustworthy, respectful, and part of the community. The community will have a negative view of law enforcement if viewed as an outside or occupying force which rules over and control the community. It is important for the community to remember that law enforcement must be a warrior at times to survive the potential violent encounter with criminal while fulfilling their responsibility as guardian who protects the community.

Training

CPD has had training on procedural justice which embraces the guardian mindset.

- 10/30/14: Foundations for Strategic Awareness for all sworn police personnel. The training was designed to help participants identify core character traits that affect officer safety, interpersonal relationships, community interactions and leadership potential. The course focused on participants examining context of their law enforcement actions to determine if it was respectful or disrespectful towards the community.
- 08/20/15: Procedural Justice for Law Enforcement Agencies. Organizational Change through Decision Making and Policy for all police department supervisors and administrators. The course promotes organizational legitimacy through transparent and fair practices within law enforcement agencies. It focuses on procedural justice which helps resolve disputes and allocate resources.

There has been no known recent training for the community on how to interact with law enforcement and what law enforcement is trying to do to solve crime. CPD used to have a Citizens Academy which educated citizens about the various bureaus and units at the department as well as police procedure and tactics.

Programs

CPD has adopted a geographical policing philosophy. Sworn personnel have been assigned a part of the city to become familiar with the problems and issues of that area's community/businesses. Partnerships are formed with the community to address and solve problems together. This gives the officer/sergeant a sense of ownership of an area of the community.

CPD has created the Community Outreach team to build relationships and trust in areas with high calls for service. This unit will soon be expanded to six officers and a sergeant.

There should be some type of outreach education to the community about how to interact with the police. This would educate citizens on what to expect and how to behave when interacting with the police. The NAACP – Baltimore, MD put out a flyer explaining how to interact with law enforcement. This provides citizens with information on what to do when approached by

law enforcement when a citizens in various places such as in the vehicle, on the street or at home. The police department may consider reaching out to the local NAACP, non-profit agencies or schools to help educate the minority community on how to interact with law enforcement.

Policy

CPD does have policies and procedures with a guardian mindset theme and/or philosophy. Policy directs officers to be professional and treat people with dignity and respect. This is evident in the Code of Conduct policy 340. This policy provides members of this department with guidelines for their conduct in order that they may participate in meeting the goals of this department in serving the community.

The guardian mindset is also a part of CPD vision and mission statement:

Mission: Our Mission is to protect and serve by partnering with the community to solve problems and responsibly enforce the law.

Strategic Vision: Our vision is a safe and successful community served by an innovative team of trusted professionals dedicated to providing excellent service and engaging our community as a valued partner.

Practice

Does the CPD culture embrace the guardian mindset? This can be a very difficult and complex question to answer. While CPD does have training and policy which suggest a guardian mindset, the question remains if the front line officers and supervisors actually practice what is in policy and training. If policy or training conflicts with department culture, behaviors will not change. The CPD culture must first be defined to see if it conflicts with training and policy.

This was done in the 2012 Anderson report and the 2006 Organizational Analysis of the Columbia Police Department. There appears to still be some evidence of low morale in the first line employees and supervisors. This will undermine the efforts for internal procedural justice

practices. There appears to still be a lack of trust, communication, and department unity. The department has had training in procedural justice which can ensure the department has the right culture to build the relationships needed with the community.

Action Plan

Reasonableness

It appears the guardian mindset is a reasonable expectation for Columbia. The guardian mindset is already a part of training and policy at CPD. We have had two trainings which have focused on procedural justice. We have implemented programs which support the guardian mindset including geographical policing and community outreach. Our policy as well as our vision/mission statement has themes which strongly suggest a guardian mindset.

Cost of Implementation

The cost of implementation has already started with the two department-wide trainings in procedural justice. There is the issue of on-going and more advanced training which will have costs to implement the training. The costs would depend on the training and instructors needed for courses.

Cost of programs can vary. The initial startup costs for the community outreach team was minimal since the department used officers who were already assigned to patrol. In order to expand this unit, it will require additional personnel in the budget to include more officers and a sergeant.

Benefits to department/community

The benefit of the police department accepting a guardian mindset is that the community will have more trust in the police department to enforce law in an impartial/fair manner. This will build relationships between the community and law enforcement resulting in more cooperation in

solving crimes and problems. It will also result in the community willingly following the laws and respecting law enforcement's authority.

Recommendation 1.2

Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

Overview

It is important in building community trust for the police department to acknowledge past and present injustices. It is also important for the police department to describe what they have done to correct these injustices.

CPD training, programs/policy/practices already in place

Training

Internal Affairs does training during in-service to educate officers on the complaint process.

Programs

For several years, CPD has had an Internal Affairs Unit. This allows for both external and internal complaint investigation on officers' actions at various incidents. This gives citizens the opportunity to voice their dissatisfaction with officers' conduct and attitude. If officer misconduct is alleged, an investigation is done by either Internal Affairs or the officer's supervisor. The citizen is notified of the findings of the investigation. If the citizen does not agree with the findings, they may appeal to the Citizens Police Review Board.

Policy

The citizen complaint process is outlined in Policy 1020. It is also outlined in City of Columbia Ordinance. This holds the police department accountable for proper complaint investigations.

Practice

CPD has an established practice of accepting, investigating, and documenting citizen complaints. If the complaint is sustained, the employee is disciplined.

Action Plan

Reasonableness

This is reasonable for CPD and we are already addressing allegations of injustices through the complaint investigation process.

Cost of Implementation

There are no additional costs. We do have the costs of personnel and equipment needed for the complaint investigation process.

Additional resources or training needed

None at this time.

Benefits to department/community

The benefit of the complaint process is the community can file a complaint if they feel they have been treated in an unfair or unjust manner. This makes police department activities more transparent and builds trust between the police department and the community.

Action Item

The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publically acknowledged by law enforcement agencies in a manner to help build community trust.

Recommendation 1.3

Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

CPD training, programs/policy/practices already in place

Training

Procedural Justice training has covered some of the transparency and accountability issues. The department has Body Worn Cameras (BWC) and patrol vehicle video which personnel have been trained in proper use of the equipment and when to activate the cameras. The cameras can help with both transparency and accountability if there is a question on police activities.

Programs

CPD has an Internal Affair Unit which takes citizen complaints regarding officer/employee misconduct. Complaints are investigated and the citizen is given findings. If the citizen is not satisfied with the complaint findings they can appeal to the Police Citizens Review Board.

CPD reviews all uses of force (response to resistance) via the Blue Team system. This ensures proper use of force by sworn personnel.

Policy

The following policies ensure transparency and accountability for the department: Body Worn Cameras (447), Mobile Audio Video (446) and Citizens complaints (1020).

Practice

Transparency and accountability are shown in officer's recordings of their actions and words. This video is subject to the open records request law as long as it is not an active investigation.

Action Plan

Reasonableness

Transparency and accountability are already something the department does and are what the community expects.

Cost of Implementation

The cost of implementation is in the department's budget for cameras as well as for complaint investigations by Internal Affairs. There are costs involved to maintain and upgrade the camera system.

Additional resources or training needed

None at this time.

Benefits to department/community

The community already has access to the sworn department personnel's actions due to video. This helps build trust and confidence in the police department's service to the community.

Action Item

To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

CPD does not currently post policies and procedures on the department web site.

The department does list information on their website on reported crime but it is not separated out by demographics. The website does not have information on the number of stops, summonses, and arrests.

Action Item

When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

Recommendation 1.4

Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

Overview

“Organizational culture created through employee interactions with management can be linked to officers’ interaction with citizens”. (Page 13 Interim Report 21st Century Policing)

There is a link between internal and external procedural justice. In internal procedural justice, the officer’s willingness to follow management’s direction and authority depends on if the officer views the management’s authority as legitimate. In external procedural justice, the citizens’ willingness to follow the officer’s direction and authority depends on whether the citizen views the officer as being legitimate. “When an agency creates an environment that promotes internal procedural justice, it encourages its officers to demonstrate external procedural justice.” (Page 13 Interim Report 21st Century Policing)

Internal procedural justice starts with the “clear articulation of organizational core values” and the “transparent creation and fair application of an organization’s policies, protocols, and decision-making process” (Page 13 Interim Report 21st Century Policing). If employees are actively involved in policy development and decision-making the employee is more likely to use

this same philosophy in their interactions with citizens. The agency should encourage collaboration between employee, supervisor and administration. This gives the employee a sense of being involved in the policy development and decision-making process. When this happens the employee views the policy and decision as more legitimate because they had input.

CPD training, programs/policy/practices already in place

Training

CPD has had training in procedural justice at the supervisory level. This training needs to be provided to all employees.

Programs

The police department created and implemented a strategic plan for 2013-2015. The strategic plan was developed by a cross-section of officers, supervisors, civilian employees and administration. The police department mission and vision statements were revised. The core values were developed: Character, Professionalism and Dedication. The strategic priorities are as follows: Workforce, Infrastructure, Technology, Growth Management, Crime and Fear of Crime, Community Relations/Partnerships.

Workforce would be the most applicable to promoting internal legitimacy. Sections of Workforce include the following categories: Improve two-way communications; Increase workforce understanding of Mission, Goals, and Objectives, Increase the number of qualified applicants while building a diverse workforce, Support the elimination of our salary compression issues, Respond to employee concerns through evaluation and revision of the current promotional process, Improve Overall Morale, Improve the retention of institutional knowledge through succession planning.

Of 22 workforce sub-categories, 12 sub-categories have been 100% completed, 3 are 75% and 2 are at 50% and 5 are at 0%.

Policy

Not Applicable.

Practice

The practice of internal procedural justice is in its infancy at CPD. Supervisors have been trained but the front line employees have not. There are some hurdles to overcome as far as the trust and communication between first line employees and administration. This appears to be strained at this point in time. Two separate studies, 2012 Anderson report and 2006 University of Missouri Organizational Change report, have indicated low morale, lack of communication and lack of trust between the front line officers/supervisors and administration.

A 2015 Employee Engagement Survey showed the police department had a lower mean score than any other city department in almost all categories. The police department score was 4.19 and the city overall average was 4.95. The sample group size was 60 employees from the police department. Categories included the following: Two way Communication, Top Down Communication, Core Value Trust, Teamwork, Public Service Motivation, Relation With Co-workers, Career Development and Resources. The police department scored the lowest in all categories except Career Development (3rd lowest). The three lowest mean scores for the police department was Teamwork 2.9071 (last), Core Value Trust 3.8911 (2nd lowest) and Resources 3.9000. (Source, Appendix D: Composite Scores by Department and Section Three: Average Scores by Demographic Subgroup)

The following was a question asked about department morale: Morale in my department is better when I compare it to this time last year. The police department had the lowest of all city departments: mean score of 2.37.

Based on the two organizational studies and the Employee Engagement Survey, the police department has a problem with communication, trust and low morale for the majority of police department employees. This appears to be a long standing culture at the police department

which has not changed despite changes in all levels of administration as well as at the first line level officers.

Action Plan

Reasonableness

It is reasonable to expect the police department can fully implement the principles of procedural justice by promoting internal legitimacy. This is a key component in implementing procedural justice externally with the community. The department has already had training for all supervisors for procedural justice. This is a good first step in full implementation of both internal and external procedural justice.

Cost of Implementation

The cost of procedural justice training for the whole department would be determine on whether CPD used outside or inside instructors for the training. The department already has the cost of the most recent procedural justice for supervisors. A grant was used to pay for the training. This training would need to be scheduled for the whole department.

Additional resources or training needed

The department would also need to find a way to address the issues of communication, trust and low morale within the department. The two organizational studies and an employee engagement survey indicate this is a problem area for the department. This is a major obstacle for internal procedural justice.

A good place to start in identifying the internal problems would be to get information from all the interviews in the Anderson Study to determine what problems came up as a common theme. The final Anderson report is summarized, too general, and lacks specific information on exactly what has caused the problems. It is unknown if this information can be retrieved from Mr. Anderson.

The 2006 study provided a much better picture of the internal problems and history. It also suggested some ways to address the problems some of which have been implemented and some have not.

It must be determined exactly what will help address the issues listed in both studies and the survey. This will take some open and honest communication between employees, supervisors and administrators. Without that, any program will be ineffective in addressing and solving the problems.

Collaborating to Address Key Challenges in Policing

This is a COPS article which outlines ways for police executives and labor leaders (police unions) to work together and communicate more clearly. Some of these concepts could work to bridge the gap in communication, trust and low morale at the police department. The same article also discusses ways to recruit and promote a more diverse workforce.

“At the February 2015 roundtable discussion, police executives and labor leaders agreed on a statement of key principles for building trust and collaboration between labor and management. The statement and other findings that emerged from the roundtable discussions were included as part of the recommendations to President Barack Obama's Task Force on 21st Century Policing. The five key principles for strengthening labor and management relations are as follows”:

1. Focus on finding common ground.
2. Engage in open communication and seek input from one another.
3. Handle disagreements with respect and professionalism.
4. Understand and respect each other's roles and responsibilities
5. Work together to promote officer safety and wellness.

Benefits to department/community

The benefit to the department and community is a more effective and professional law enforcement services to the community. By implementing the procedural justice philosophy, there will be more communication, trust, cooperation and higher morale inside the department. This will result in better service and treatment of the community by officers/employees.

Action Item

In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedure.

At this time, there is minimal involvement by most employees in the development of policies and procedure. With the CALEA process in progress, it is limited on employee input at this time. Employees may make suggestions as needed.

Action Item

Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

Recommendation 1.5

Law enforcement agencies should proactively promote public trust by initiating positive non enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

Overview

This recommendation suggests law enforcement should seek opportunities for positive interaction with those populations which have a higher rate of contact with law enforcement for investigative or enforcement reasons. There is a perception in some parts of the community that they are being unfairly targeted by law enforcement based on the actions of a few within the community. If law enforcement can find a way for positive interaction with members of the community, they will be more likely to be viewed in a more positive light.

Some communities have started to “institutionalize community trust building endeavors”. This includes programs which provide opportunities for interaction between law enforcement and the

community. Programs include: Coffee with a Cop, Cops and Clergy, Citizens on Patrol Mobile, Students Talking it over with the Police and West Side Story Project.

CPD training, programs/policy/practices already in place

Training

Procedural Justice training for supervisors.

Programs

The department already has the Coffee with a Cop program. It has allowed citizens to talk directly with officers, supervisors and administrators. The department also has a Chaplain Program.

The department also has a Community Outreach Unit. The mission of this Unit is to open lines of communication with the community while rebuilding community partnerships and relationships. The emphasis is on the parts of the community which experience a higher volume of calls for service.

The Goals of the Community Outreach Unit is as follows:

Goals:

Listen and act upon the cares and concerns of the community.

- Measured by identified ordinance changes, training issues, public training forums, changes to enforcement strategies.

Establish a network of community contacts.

- Measured by the number of community members who will work with police to advocate for the community and jointly advocate for the police. Reach out to existing

organizations to enlist their aid at creating coalitions that maintain the peace of the community and positive law enforcement/community interaction.

Create an environment in which community members are comfortable to communicate with police.

- Measured by the cooperation observed when reporting crime, reporting officer conduct (positive and negative), and reporting efficiencies and inefficiencies, etc..

Identify problem areas, people, and situations within the community.

- Measured by documented reports of criminal activity and POP projects to address community concerns. Also measured will be the reduction in reactive calls for service involving identified problem people and places.

Identify areas in which police meet the needs of these communities and areas in which police do not meet the needs of these communities.

- Measured by the number of efficiencies and inefficiencies reported to the sergeant.

Responsibly enforce the law in these communities to build trust in those who call upon us.

- Take responsible police action when we identify offenders who create a danger to others and/or disrupt the peace of the community.

Make ourselves available in Douglass Park to network and interact with community members.

The School Resource Officer (SRO) Program is another program which emphasizes positive interaction between officers and high school students. The police department has SROs at all three high schools and the CORE school.

Policy

Not Applicable.

Practice

This is put into practice with the Community Outreach Unit and the School Resource Officers. How much this is done during patrol officer and other employee interactions with the public is not known. It can be assumed this is occurring but there are no definitive numbers.

Action Plan

Reasonableness

This is a reasonable option for the police department. We have implemented programs with the goal of improving communication and cooperation between the law enforcement and the community.

Cost of Implementation

The cost has been minimal to this point. It is a matter of having a department philosophy of open communication between law enforcement and community members. The department has already taken steps in improving communication.

Additional resources or training needed

The NOVA (Non-violence Alliance) – This program is a new effort by key law enforcement and city leaders to reduce violence in the community. This program has been started in Kansas City, MO. The following is a summary of the program:

KC NOVA aims to bring the community and law enforcement together to actively communicate and engage to reduce violence. This strategy for violence reduction follows similar successful models used across the nation. Operation Ceasefire in Boston, MA reduced youth homicide by 63% and Cincinnati Initiative to Reduce Violence in Cincinnati reduced homicide involving group members by 47%.

KC NOVA uses police intelligence to analyze the relationships among criminals, mapping offenders and their associated groups. Key members of those networks will be invited to meet with KC NOVA leaders and their partners, including community leaders and the faith-based community. At those so-called call-ins, invited group members will be asked to stay away from violence. Offers to connect them to social services will be made. If violence results, anyway, group members will attract the swift attention of law enforcement.

Those choosing to be involved in violence, as well as their associates, will receive the full attention of this new law enforcement alliance.

Any expansion of the Community Outreach Team would be a good start towards building good relationships with the community. A good addition to the team would be adding a Crime Prevention or Community Relations Unit civilian personnel. Due to high call load, patrol officers are unable to do the duties which used to be done by the Crime Prevention Unit. Crime Prevention or Community Outreach Specialists duties include:

Crime Prevention Specialists provide many services (San Jose PD):

- Liaisons

Crime Prevention Specialists act as liaisons between the police department and the community, providing a consistent and personal point of contact.

- Resource and Referral

Crime Prevention Specialists are available to answer questions, provide information and give referrals to the general public regarding matters related to crime prevention and quality of life issues.

- Speakers Bureau

Crime Prevention Specialists provide presentations to groups covering a variety of crime prevention topics.

Cost to add civilian positions as Crime Prevention Specialist

This position would be similar to an Administrative Support Assistant (B5) which has a pay range of \$25,446 to \$35,624 per year. It could also be classified as an Administrative Technician (B8) which has a pay range of \$34,638 to \$48,493 per year.

Benefits to department/community

The more the police department is involved in the community, the more the police department will be viewed as legitimate by the community. This will result in better communication and cooperation between both the community and the police department.

Action Item

In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.

The police department does not do this at this point in time. The department is going through the CALEA accreditation process which has strict procedures for policy and procedure development. This is not conducive to citizen involvement at this point in time. Once the CALEA process is finished, it would be a good idea to post police department policies and procedures on the department's web site.

The Police Citizens Review Board does review police policy and procedures during the citizen's complaint review process. They can make recommendation for change of policy to the Police Chief.

Action Item

Law enforcement agencies should institute residency incentive programs such as Resident Officer Program.

The police department does not have a Resident Officer Program. Various apartment complexes will offer discounted rent to officers who agree to live in their apartment complex. The officer's responsibilities range from officer presence to checking the complex for security problems or minor calls for service such as peace disturbance.

Action Item

Law enforcement agencies should create opportunities in schools and communities for positive, non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

The police department has the School Resource Officer Program in all three high schools and CORE. This is an opportunity for positive interaction between students and officers.

The Community Outreach Unit interacts with people in the Douglas Park area. This is mainly voluntary contact where the officer gets to know the frequent users of the park. This is achieved by holding conversations with the park patrons, which allows the park patrons and the officers to form relationships.

Action Item

Use of physical control equipment and techniques against vulnerable populations – including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others – can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

This is already covered in the department's policies.

300.3 Response to Resistance

Officers shall use only that amount of force that reasonably appears necessary given the facts and circumstances at the time of the event to accomplish a legitimate law enforcement purpose. The

reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident.

300.3.2 Factors Used to Determine the Reasonableness of Force

When determining whether to apply force and evaluating whether an officer has used reasonable force, an officer shall consider the totality of the circumstances of each particular case. A number of factors should be taken into consideration, as time and circumstances permit; these factors include, but are not limited to:

- a. Immediacy and severity of the threat to officers or others.
- b. The conduct of the individual being confronted, as reasonably perceived by the officer at the time.
- c. Officer/subject factors (age, size, relative strength, skill level, injuries sustained, level of exhaustion or fatigue, the number of officers available vs. subjects).
- d. The effects of drugs or alcohol.
- e. Subject's mental state or capacity.
- f. Proximity of weapons or dangerous improvised devices.
- g. The degree to which the subject has been effectively restrained and his/her ability to resist despite being restrained.
- h. The availability of other options and their possible effectiveness.
- i. Seriousness of the suspected offense or reason for contact with the individual.
- j. Training and experience of the officer.
- k. Potential for injury to officers, suspects and others.

- l. Whether the person appears to be resisting, attempting to evade arrest by flight or is attacking the officer.
- m. The risk and reasonably foreseeable consequences of escape.
- n. The apparent need for immediate control of the subject or a prompt resolution of the situation.
- o. Whether the conduct of the individual being confronted no longer reasonably appears to pose an imminent threat to the officer or others.
- p. Prior contacts with the subject or awareness of any propensity for violence.
- q. Any other exigent circumstances.

Recommendation 1.6

Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

Overview

During the listening sessions, many expressed concerns about “overly aggressive law enforcement strategies” and how it affects the communities’ trust in law enforcement. The question is what is meant by “overly aggressive law enforcement strategies”? This is not defined and there are no examples of incidents or strategies used by law enforcement which is deemed to cause damage to the communities’ trust.

CPD training, programs/policy/practices already in place

Training

The police department has in-service training on proper defensive tactics, response to resistance and firearms. The department also has in-service on legal update, crowd control, racial profiling and Internal Affairs complaint investigation.

Programs

The Blue Team entry process is used by the police department to review all responses to resistance (use of force) by sworn department personnel.

The department has an Internal Affairs Unit which takes both external and internal complaints on department personnel.

The department has body worn cameras as well as patrol vehicle video which records officers/sergeants activities.

Policy

The department has several policies which direct sworn personnel on proper enforcement action. These policies include: 300 Responses to Resistance, 306 Handcuffing and Restraints, 308 Control Devices and Techniques, 309 CED Device, 310 Officer-Involved Shooting, 312 Duty Firearms, 314, Vehicle Pursuits, 318 Canine, 322 Search and Seizure, 340 Code of Conduct and 408 Special Weapons and Tactics.

By following these policies sworn personnel will be performing their duties in a way which is much less likely to damage the public's trust in law enforcement.

Practice

At this time, there are no clear crime fighting strategies that have been identified which have caused damage to public trust. The department is well trained, educated, and equipped to do their duties in a professional manner. The department has an Internal Affairs Unit and citizen complaint investigation process.

Action Plan

Reasonableness

It is reasonable for the department to comply with this recommendation. The department has already taken steps to ensure personnel's crime fighting actions are not damaging

Cost of Implementation

None at this time.

Additional resources or training needed

Not Applicable.

Benefits to department/community

As the department has already taken steps to ensure proper crime fighting strategies, the community will be more likely to trust the police department. This will result in better cooperation between the community and the police department.

Action Item

Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

The department already does this. Any tactical operations have an operational plan of action. This has to be reviewed by the administrator of the bureau to ensure proper procedure and liability issues.

Recommendation 1.7

Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdiction and with accepted sampling protocols, can measure how policing in that community affects public trust.

Overview

It is recommended to do a community survey to maintain public trust. This allows the community to know they have a voice in what services are or are not being provided by law enforcement. "To operate effectively, law enforcement agencies must maintain public trust by having a transparent, credible system of accountability" (Page 13 Interim Report 21st Century Policing).

CPD training, programs/policy/practices already in place

Training

Not Applicable.

Programs

The City of Columbia already does a citizen satisfaction surveys which include the police department.

Citizen/City survey results

2014 Citizen Survey conducted by ETC Institute

- [Findings Report](#) - Jan 30, 2015
- [GIS Maps](#) - Appendix A
- [Crosstabs by Number of Years Lived in Columbia and Home Owners vs. Renters](#) - Appendix B
- [Crosstabs by College Students, Age of Respondents and Gender](#) - Appendix C
- [Crosstabs by Race/Ethnicity and Household Income](#) - Appendix D
- [Crosstabs by City Council Ward](#) - Appendix E

The police department has a citizen's satisfaction survey.

Columbia Police Department Customer Satisfaction Survey

Was the CPD employee helpful and polite?*

☐ Yes ☐ No

Did the CPD employee answer your questions and keep you informed in a way that was easy to understand?*

☐ Yes ☐ No

How would you rate the CPD response time to your call for service?*

☐ very satisfied ☐ satisfied ☐ neutral ☐ unsatisfied ☐ very unsatisfied

Overall, how satisfied are you with the Columbia Police Department service you just received?*

☐ very satisfied ☐ satisfied ☐ neutral ☐ unsatisfied ☐ very unsatisfied

How did you come in contact with the CPD employee?*

☐ Witness ☐ Traffic Stop (receiving a ticket)
☐ Victim ☐ Traffic Stop (receiving a warning)
☐ Arrested ☐ Other

May we contact you regarding your survey?*

☐ Yes ☐ No

Name: (optional)

Email: (optional)

Phone Number: (optional)

Policy

Not Applicable

Practice

The police department has a citizen's feedback after calls for service. This allowed the citizen to give feedback on the service they received from the police department. This form is on line on the police department web site. The City of Columbia does a citizens satisfaction survey.

Citizens may also file officer compliments and complaints on line about the police service they received.

Action Plan

Reasonableness

This is a reasonable and it is already in practice in Columbia by the city's and police department's satisfaction surveys.

Cost of Implementation

Not Applicable.

Additional resources or training needed

Not Applicable.

Benefits to department/community

The benefit to the community is they have input on the quality of law enforcement services received. This will result in the community having more trust in the legitimacy of the police department.

Action Item

The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

Recommendation 1.8

Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Overview

The theory behind this concept of a diverse workforce improves the culture of the police department. This includes diversity in both the line officers, supervisors and administration. This results in more trust and legitimacy is built with all segments of the community. The police department should seek officer candidates and supervisors/administrators who will police in an unbiased manner and have positive interactions with people of different cultures and backgrounds. The police department should also ensure it has diversity throughout the ranks and various units in the police department.

CPD training, programs/policy/practices already in place

Training

Throughout the years, the police department has had training in cultural diversity, racial profiling and unbiased policing.

Programs

The police department has officers attend various recruiting venues. The officer recruiters are a culturally diverse group. This helps to recruit a more diverse group of officer candidates.

The promotional process is a ranked system which only considers test and interview score. It does not focus on diversity of applicants who apply. This can be seen as a barrier for women and minorities being successfully promoted.

Policy

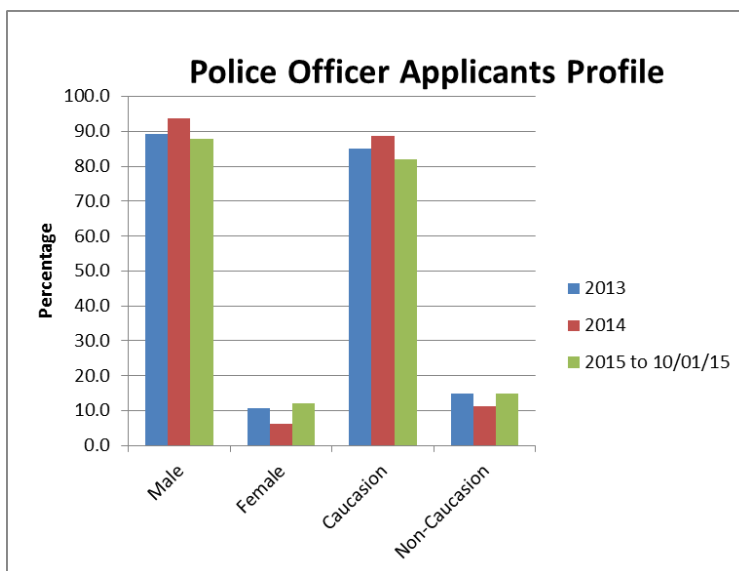
Practice

The Training and Recruiting Unit has increased the amount of applicants over the past few years.

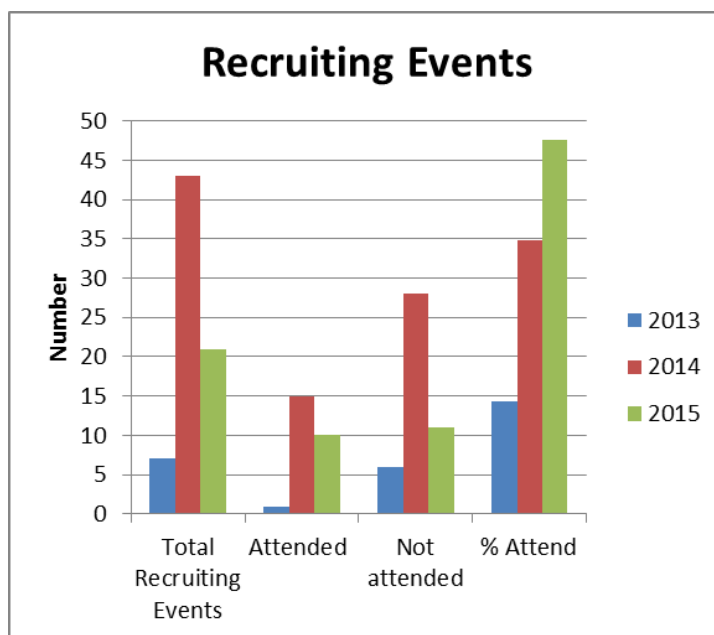
The following numbers and information was obtained from the department's Training Unit's Recruiting (TRU) Hiring and Retention Strategic Plan:

Looking at data from January 1, 2013 until October 1, 2015, we have found a total of 285 people have applied for the job of Police Officer. A total of 69 people were eligible for hire according to the City of Columbia Human Resources Department. Currently our applicants have been Caucasian males, about 90% over the last 3 years. Caucasians, male or female, have been about 85% of the applicants.

TRU wanted to look at the demographics of people who are applying to become police officers and see what and how we can achieve equalities. History seems to indicate that a police officer position has been a male dominated job. The police profession minorities, such as females and non-Caucasians did not typically enter into police work for various reasons. Using data from 2013 to today, TRU has looked at the police officer applicants profile to improve our ability to acquire minorities (see chart "Police Officer Applicant Profile").



The department does active recruiting trips to various job fairs and career days throughout the state. Currently the police department has 19 Police Recruiters. All of them are able to attend recruiting events which may include career fairs, police academies and other special events to market the Department. However, our goal is all Columbia Police Officers are ambassadors for our agency and promote the Department in a positive and healthy way. Any officer can refer and/or contact a potential police candidate.



Action Plan

TRU (Training and Recruiting Unit) has developed a recruiting system to focus on four fundamental principles or pillars. The first is mentoring, the second is service orientation. The third and fourth pillars are hiring traits, ideologies and marketing. Each recruiting pillar focuses on basics to enhance and increase the number of candidates applying to the Department. Our goal is finding high quality candidates who are truly noble, dedicated to the community in which they serve and love the profession of policing.

Our goal is to create an environment where people learn about, apply and become a police officer. We want to do this in the most efficient way possible for a person navigating a job market in the City of Columbia. TRU has created a strategic plan to improve our ability to hire and acquire high quality, community engaged applicants for police officer.

Reasonableness

This is a reasonable and attainable recommendation. The police department has a recruiting process which has resulted in increased recruitment of officers.

Cost of Implementation

Not Applicable.

Additional resources or training needed

Not Applicable.

Benefits to department/community

The police department will have a more diverse workforce, at all levels, which will be more likely to relate to the diverse community.

Most of the Action Items are directed towards the federal government

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.

Action Item

The department overseeing this initiative should help the department learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

Action Item

Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

Action Item

Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.

Action Item

Law enforcement agencies should be encouraged to explore more flexible staffing models.

The Columbia Police Department recently had a staffing study done to look at number of officers and scheduling options. A modified schedule will be implemented in February 2016.

Recommendation 1.9

Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

Overview

“Immigrants often fear approaching police officers when they are victims of and witnesses to crimes and when local police are entangled with federal immigration enforcement”. (Interim Report 21st Century Policing page 17)

CPD training, programs/policy/practices already in place

Training

The department has cultural diversity training. This is not specific to the immigrant community.

Programs

The police department has no specific program to reach out the immigrant community. The department does have a Community Outreach Unit which could make attempts to build relationships between the department and the immigrant community.

Policy

Not Applicable.

Practice

Officers do try to communicate and relate the best they can with the immigrant community. Language barriers are an obstacle at this time due to the low number of officers who speak a second language.

Action Plan

Reasonableness




It is reasonable to build better relationships with the immigrant community. Columbia has a growing immigrant population. This population should have equal access to the police department services.

Cost of Implementation

Unknown at this time.

Additional resources or training needed

The police department needs to implement some type of outreach program to Columbia's immigrant community. The 2010 US Census listed the following racial numbers of Columbia's population in comparison to the state of Missouri's population. The top minorities are: 11.3% Black, 5.2% Asian and 3.2% Hispanic. 3.1% of the households had two or more races represented in the household.

People Quick Facts	Columbia Missouri			
	Population, 116,906		6,063,589	
	2014			
	estimate			
	White alone,	79.0%	82.8%	
	percent, 2010			
	(a)			
	Black or	11.3%	11.6%	
	African			
	American			
	alone, percent,			

	2010 (a)		
i	American Indian and Alaska Native alone, percent, 2010 (a)	0.3%	0.5%
i	Asian alone, percent, 2010 (a)	5.2%	1.6%
i	Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	0.1%	0.1%
i	Two or More Races, percent, 2010	3.1%	2.1%
i	Hispanic or Latino, percent, 2010 (b)	3.4%	3.5%
i	White alone, not Hispanic or Latino, percent, 2010	77.0%	81.0%

The New York City Police Department implemented a strategy which reached out the New York City's largest three immigrant communities – Arab-American, Muslim and South Asian.

Community meetings were held between leaders of each of the three immigrant communities and NYPD. This opened up communications and greatly enhanced the trust and transparency between NYPD and the immigrant communities. It also resulted in a new unit at NYPD called the Immigrant Outreach Unit.

NYPD discovered common reasons why the immigrant community does not trust or cooperate with law enforcement. This included language and cultural barriers, fear of deportation and previous experience with law enforcement outside the United States. NYPD and leaders of the immigrant communities worked together to educate members of the immigrant community. This program is documented in a 2005 COPS article, "Building Strong Police-Immigrant Community Relations – Lessons from a New York City Project".

Additional training in a second language such as Spanish would be helpful.

Benefits to department/community

If some type of outreach was done with Columbia's immigrant and minority community, the community and department would benefit by being able to better communicate and relate to the immigrant and minority community. The immigrant community would feel more comfortable in contacting the police department if they knew officers could effectively communicate with them and work to address the problem instead of worrying about immigration enforcement. The police department would be better at serving the immigrant community if the officer understands the immigrant's language and cultural background.

Action Item

Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

Action Item

Law enforcement agencies should ensure reasonable and equitable language access for all person who have encounters with police or who enter the criminal justice system.

The police department does have information which is in Spanish for specific crimes such as domestic violence. Columbia has a very diverse immigrant community due to the University of Missouri being within the city limits of Columbia. This brings in many people from various countries with different customs and language. It can be a challenge to be able to address all the various immigrant communities.

Action Item

The U.S. Department of Justice should remove civil immigration information from the FBI's National Crime Information Center database.

Pillar 2 Policy & Oversight

Prepared by Lt. Scott Young

Citizens have a constitutional right to freedom of expression, including the right to peacefully demonstrate.

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Pillar 2 Introduction

This report will assume the reader is familiar with the “Final Report of the President’s Task Force on 21st Century Policing” from May 2015 and will not attempt to duplicate all the background and context that created the Task Force and its assigned mission. Nor will this report touch on the other 5 Pillars and the overall report. This paper only addresses the status of the Columbia Police Department in regard to recommendations made in the larger report’s Pillar 2: “Policy and Oversight.”

At the time of the assignment CPD had six command level officers at the rank of Lieutenant and each were assigned one of the Pillars. I (*Lt. Scott Young*) have made every attempt to be objective as possible in regard to this report but it might be useful for the reader to have some background. I consider Columbia to be my hometown, having attended junior high and high school here. Save one eight year period spent in the Kansas City area (started in law enforcement while there) Columbia has been my home since 1975 and I have been with CPD since 1997. In that time I have served 4 police chiefs, been in a variety of assignments, and have been a lieutenant since 2007. I have participated in outside training in several different states, been involved in numerous multi-agency investigations, and have trained officers from roughly 50 different agencies. I am the only command level officer at CPD that was part of command when Chief Burton came to Columbia.

Recommendation 2.1

Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

CPD Overview

That Columbia, Missouri is a unique place is not just a tourism slogan. Columbia is a special place that does not easily fit into a pre made mold. We have always been held to higher

standards of conduct and accountability than the majority of police agencies in this country and embrace that. As a result CPD is largely well ahead of most of these recommendations. Some of these suggested practices we've done for many years, others have been implemented by Chief Burton, and the majority of both were in place, or in the making, prior to the events that inspired the President to create the Task Force. Well before the tumultuous events of 2014 Chief Burton and CPD were working towards higher degrees of accountability and transparency, not in response to particular incidents, but as a better way for a police department to operate. Those efforts are continuous and always will be as police learn ways to do things better and community standards change/evolve. Chief Burton is moving the department towards accreditation which will continue the process of improvement.

The citizens and government of Columbia should feel very confident their police department is continually striving to perform its mission in the spirit and by the letter of what is legal, what is right, and what is within the unique characteristics that make Columbia the community it is.

CPD is actively taking steps in this direction, primarily with the creation of the Community Outreach Unit (COU). The COU consists of a sergeant and six police officers tasked with focusing on three specific areas of town that can be described as being "disproportionately affected by crime." The COU implementation plan states, in part, the unit intends to **"...open lines of communication between citizens and police. Empower officers to forge new or repair existing partnerships with groups and organizations that can help reduce crime..."**

CPD has a history of addressing specific areas with issues with appropriate specialty units over the years. In addition to the COU the Downtown Unit has been in place for several years and we have other such cases where the unit served its purpose and personnel were then redeployed.

Beginning in early 2016 CPD's Patrol Division will be making substantial changes to the scheduling and deployment of uniformed patrol officers. This change will shift existing resources to maximize our presence and ability to respond to calls for service during the times of the day and the days of the week with the highest demand. The changes are data driven based on recommendations from the Matrix Consultants study with input from Patrol Division Commanders. The Patrol Division must absolutely operate 24/7/365; face unpredictable

workloads that often exceed its capacity, and deal with human life safety. Staffing such an operation is a substantial challenge. CPD Commanders are faced with the delicate balance of providing as much service to the community as possible with officers' very real needs for healthy personal lives. This new schedule improves the former to what is hoped to be minimal detriment to the latter. CPD feels this new deployment of patrol resources will allow the entire patrol division more discretionary time to address the stated goals of this section.

Recommendation 2.2

Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

Training

CPD was largely ahead of these issues well before the President's Task Force Report and had policies and directives in place that already address most of these topics. The suggestion on Training for Use of Force presents a change in philosophy for all agencies in the U.S., not just CPD.

This is a substantial paradigm shift for all of American law enforcement. We have long trained officers they may well have to "cowboy up" and make an arrest even when the odds of success are stacked against them. This topic will be controversial among law enforcement and the public. There are times when it would seem to make sense to let an offender of known identity walk free to avoid a violent arrest over a minor crime and make the arrest at a later time. That seemingly common sense approach is countered by those that argue it will embolden criminals to always resist arrest in the hope of the police backing down and letting them go. In large part criminals are immediate gratification types lacking an ability to plan for the long term. To them avoiding an arrest now will always seem preferable to being arrested later, even if the later arrest has increased charges. That being said, CPD's authority comes from the community it serves and we will build this philosophy into our operations as a tactical option if it's what our community desires.

Investigations

CPD Policy Manual Section 300 covers Response to Resistance, also known as “Use of Force.”

Subsection 300.7 addresses Supervisor and Watch Commander responsibilities in regard to documenting response to resistance incidents and their review. The following are some of the items specified in 300.7:

- Treatment of injured persons.
- Information gathering.
- Interviewing subject of force, witnesses if available, and officers involved in or witnessing the incident.
- Photographs of scene, persons involved, and injuries, if applicable.
- Existence and preservation of body worn video footage.

All the available facts are then documented in the officer's report and a separate report addressing just the use of force. The latter is reviewed by the officer's entire chain of command.

CPD's Policy Manual Section 310 covers Officer Involved Shootings. Subsection 310.3 is as follows:

Officer-involved shootings involve several separate investigations. The investigations may include:

- A criminal investigation of the incident by the agency having jurisdiction where the incident occurred. This department may, however, request that the criminal investigation be conducted by an uninvolved outside agency with the approval of the Chief of Police.
- A criminal investigation of the involved officer conducted by an outside agency.
- A civil investigation to determine potential liability conducted by the involved officer's agency.

- An administrative investigation conducted by the involved officer's agency to determine if there were any violations of department policy.

Prosecutions

As mentioned above, CPD Policy 310.3 directs a criminal investigation be completed in the event of an officer involved shooting. The Chief of Police (and actually any sworn member of the department) can make an arrest, even of another officer, or submit a warrant application to the Boone County Prosecutor in the event a use of force is deemed excessive to the point of being criminal. We have precedent at CPD for just such actions.

Data Collection

CPD Policy Manual Section 300 covers Response to Resistance, also known as “Use of Force.”

Subsection 300.4 addresses the reporting of incidents involving force used by officers for multiple reasons, to include data collection:

Any response to resistance which involves force by a member of this department shall be documented, completely and accurately in an appropriate report, depending on the nature of the incident prior to the end of shift unless the delay is authorized by a supervisor. The officer should articulate the factors perceived and why he/she believed the response to resistance was reasonable under the circumstances. To collect data for purposes of training, resource allocation, analysis and related purposes, the Department may require the completion of additional report forms, as specified in department policy, procedure or law.

Information Sharing

The CPD Internal Affairs Unit releases an annual report with detailed information on the department's use of force incidents and other pertinent data.

Public Inspection of Policies

With the exception of a few policies/procedures that contain information considered to be of a sensitive nature for tactical reasons, all of our policies are available to the public via a Sunshine Request. Our "Response to Resistance" policies contain no redacted information. Further, the Citizen's Review Board has CPD's UOF policies already.

Recommendation 2.3

Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

We do this now on a formal level with SWAT and a more informal level with patrol and other units. However, when and how these are done is left largely to supervisor discretion. We should probably do a better job of training our sergeants and lieutenants on the value of this practice so it will be done more frequently and with incidents that ended well but easily could have had a very negative outcome.

Incident "de-briefs" have been done for many years for SWAT operations, regardless of intensity or outcome. At the shift and squad level it is common for patrol supervisors and commanders to conduct similar de-briefs with involved officers after "critical" incidents. As discussed in Section 2, CPD should strive to make these debriefs more common and lower the threshold of the incidents discussed. We as an agency, however, must be aware that in depositions officers will sometimes have to reveal the contents of these peer review sessions. Sometimes such discussions could provide a plaintiff's attorney more material to use when attempting to show wrong-doing on the part of our agency or even individual officers.

Recommendation 2.4

Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

For many years CPD has tried to conform to current best practices in this regard. Extremely rare is the arrest made on eyewitness identification alone and certainly prosecutions require more than just a witness ID. CPD has long recognized difficulties in eyewitness accounts and identifications. In particular, procedures have changed over the years in how photo line ups are conducted to comply with current best practices and minimize false identifications. CPD Policy 610 "Eyewitness Identification" addresses this issue and discusses the importance of obtaining the best identifications possible from witnesses and avoiding influencing them with other evidence that may exist. Exculpatory evidence obtained in the process of identifying suspects must be included in officer's reports.

That being said, it would be beneficial for the CPD Training and Recruitment Unit to constantly monitor the state of the research in this area and provide training to officers that will help avoid unintentional mistaken identification mistakes and improve our investigative capabilities.

Recommendation 2.5

All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

This data is available currently and has never been concealed or obfuscated by CPD.

Recommendation 2.6

Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

CPD Policy 402.4.3 "Reporting Traffic Stops" reads as follows:

Each time an officer makes a traffic stop, the officer shall report information that includes (§ 590.650, RSMo):

1. The age, gender and race or minority group of the individual stopped.
2. The reason for the stop.
3. The location of the stop.
4. Whether a search was conducted.
5. If a search was conducted, whether the individual consented to the search, the probable cause for the search, whether the person or his/her property was searched and the duration of the search.
6. Whether any contraband was discovered and if so, the type of contraband discovered.
7. Whether a warning or citation were issued as a result of the stop and if so, the violation charged or warning given.
8. Whether an arrest was made as a result of the stop or the search. If an arrest was made, the crime charged.

Such data has been collected by CPD since 2000 in compliance with Missouri Law. Why it would be necessary or beneficial to break it down by school versus non-school contacts is not clear, nor is it immediately obvious how difficult it might be to accomplish.

Recommendation 2.7

Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

CPD has long recognized and honored the first amendment rights of our citizens. Methods and procedures for interacting with crowds and demonstrators are part of our current in-service training for officers and are addressed in Policies 206 “Emergency Operations Plan”, 308 “Control Devices and Techniques”, and 400 “Patrol Function”. Policy 400.3 “Crowds, Events, and Gatherings” contains the following statements:

‘...effort to keep the peace and protect the safety and rights of those present.’

“...carefully balance the speech and association rights of those present with applicable public safety concerns before taking enforcement action.”

The policy calls for supervisor and/or commander involvement early in the process and for CPD personnel to "...contact organizers or responsible persons to seek voluntary compliance that may address relevant public safety/order concerns."

Recommendation 2.8

Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community

Columbia has a Citizen's Police Review Board already in place. This board's structure and methods were developed and vetted through numerous public hearings and meetings.

Recommendation 2.9

Law enforcement agencies and municipalities should refrain from 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, such as generating revenue.

CPD Policy 500 addresses traffic enforcement and Section 3 contains the following statement: "Enforcement actions are commensurate with applicable laws and take into account the degree and severity of the violation committed. This department does not establish ticket quotas."

If CPD ever had anything akin to a quota system for enforcement activity it is decades gone. No such quota or incentives currently exist. In field training and practice CPD recognizes the various appropriate levels of contacts with citizens and the citizens' right to refuse such contact lacking legal reason otherwise.

Recommendation 2.10

Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause.

Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

CPD Policy 322.2 "Search and Seizure" states, in part: *"It is the policy of the Columbia Police Department to respect the fundamental privacy rights of individuals. Members of this department will conduct searches in strict observance of the constitutional rights of persons being searched. All seizures by this department will comply with relevant federal and state law governing the seizure of persons and property."* It goes further by stating: *"In accordance with the Training Policy, the Department will provide relevant and current training to officers as guidance for the application of current law as well as local community standards and prosecutorial considerations to specific search and seizure situations as appropriate."*

Conducting a search without consent, probable cause, or a warrant is a violation of law as well as CPD policy and practice and always has been. Citizen refusals when officers seek consent and officers honoring such refusals are common occurrences. Currently CPD policy requires such encounters by uniformed personnel be recorded on Body Worn Cameras which should fulfill the intent of obtaining written consent for a search. Non-uniformed personnel, usually detectives, do seek written consent for searches as a normal practice. Regardless of the fruits of any search, the final decision on whether or not the search was legal and the admissibility of any resulting incriminating evidence will be determined in court. Defendants have the right to challenge the validity of consent searches, probable cause searches, and searches authorized by warrants.

Recommendation 2.11

Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

CPD Policy 340 is titled "Code of Conduct." Policy 340.3.4 lists numerous activities that can result in disciplinary action against the involved officer. Number 23: *"Failure to identify oneself while on duty, or off duty as required by law, by displaying their department identification card,*

badge, and/or business card, upon demand unless doing so is impractical, dangerous, or otherwise authorized by a supervisor.”

Policy 500 addresses Traffic Enforcement, section 500.3.2 covers Traffic Citations and states, in part: *“Traffic citations may be issued when an officer believes it is appropriate. It is essential that officers fully explain the rights and requirements imposed on motorists upon issuance of a citation for a traffic violation. Officers should provide the following information at minimum:*

- 1. Explanation of the violation or charge*
- 2. Court appearance procedure, including the optional or mandatory appearance by the motorist*
- 3. Notice of whether the motorist can enter a plea and pay the fine by mail or at the court*
- 4. The court contact information”*

CPD Policy 322 covers “Search and Seizure.” Section 322.4 addresses Search Protocol and states, in part: *“Officers should explain to the person being searched the reason for the search and how the search will be conducted.”*

Recommendation 2.12

Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

CPD Policy 902 “Custody Searches” states in Section 902.3 that *“Whenever practicable, a search should be conducted by an officer of the same sex as the person being searched.”* When that is not possible the policy calls for the search to take place so that it is recorded on video when possible. In practice, now that CPD uniformed officers wear body cameras, virtually all

searches are captured on video. It has long been the policy and practice of CPD to conduct searches on a “same sex” basis when safety allows.

Search Procedures: CPD does not currently have a policy specific to this issue.

Condoms as evidence of vice: CPD does not, and has never, considered “...the possession of condoms as the sole evidence of vice.”

Recommendation 2.13

Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

CPD Policy 402 addresses the issue of Racial/Bias-Based Profiling and has the following as its Purpose and Scope in section 402.2: “*The policy provides guidance to department members and establishes appropriate controls to ensure that employees of the Columbia Police Department do not engage in racial/bias-based profiling or violate any related laws while serving the community.*”

CPD Policy 402 not only specifically and clearly prohibits Racial/Bias-Based profiling but requires department members to report such activity observed in others to a department supervisor.

Recommendation 2.14

The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

Over the years CPD has applied for such funding in the form of grants with varying levels of success.

Recommendation 2.15

The U.S. Department of Justice, through the Office of Community Oriented Policing Services, 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 goal of covering all agencies within the United States and its territories

CPD would gladly participate if such a database existed in conducting background investigations of CPD applicants.

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Pillar 3 Technology & Social Media

Prepared by Lt. Krista Shouse-Jones

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.

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Overview

The effective use of technology can allow law enforcement to maximize efficiency and enable officers to focus more on their interactions with the community than on the administrative duties of their job. That said, implementation of new technology by a police department should take into account both department and community needs and should heavily weigh citizens' concerns for privacy and individual rights.

The use of technology can also enable law enforcement agencies to effectively demonstrate their commitment to the community for transparency and accountability. When the use of technology is systematized, covered by well-reasoned policies, and put into effect after careful consideration and input from the community, it can increase the community's confidence in their police department. If the community sees their department is open about its use of technology to meet defined goals and is using technology in a way the community perceives as fair, the department's authority in the community is more likely to be viewed as legitimate.

Social media use is having a significant impact on policing practices and community engagement, possibly more so than any other type of technology use. While social media can be used to effectively engage large numbers of community members in a positive way, it can also pose challenges for departments in managing their public image and responding to false information.

The review of this section focuses on the action items aimed at local law enforcement and CPD's current status in relation to each of those action items, as well as any gaps or areas for improvement and any budgetary implications (if any gaps/improvements were identified). The related report recommendations were included for reference only. No dialog was included for recommendations unless there were no specific action items included within the recommendation. None of the original report's recommendations or action items that did not relate to local law enforcement were included, since CPD was the focus of this review.

Recommendation 3.1

The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and humans rights protections.

Action Item

Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

Current status

In 2014, the Columbia Police Department Evidence Unit was overhauled to improve evidence processing, handling, and storage and to bring the unit in line with nationwide best practices. Some of the changes made in the unit included installing video surveillance equipment to cover the entire unit and storage area and installing proximity locks to manage and record employee access to evidence areas. Coupled with the use of body cameras by officers at the scene, the collection, processing and storage of evidence is now recorded at an unprecedented level.

CPD already has a policy addressing digital evidence. This policy prohibits officers from erasing, deleting or altering any electronic evidence they record prior to submitting it to the Evidence Unit. They are also prohibited by policy from creating or maintaining copies of digital evidence outside of work purposes. The policy also requires officers to preserve all photographs they take, regardless of quality, composition or relevance.

Gaps/Areas for Improvement

CPD is in the process of getting a new records management system (RMS). This system will allow for barcoding which will add yet another layer of checks and balances to the evidence

system. The barcoding system and RMS will track any and all changes to evidence fields and dispositions, as well as record all login activity by department employees.

Budget Implications

There are no budgetary implications since CPD is already using best practices in this area and has already budgeted for the barcoding system to be implemented with the new RMS.

Recommendation 3.2

The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

Action Item

Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

Current status

CPD uses several resources to determine nationwide best practices and to solicit community input when implementing new technology and policies related to new technology.

First, CPD has had a Citizens Police Review Board since 2009. By ordinance, one of the board's roles is to "review and make recommendations on police policies and procedures." These recommendations are sent to the Chief for consideration. For the last several years, CPRB members have been given access to a website with the policies to make the review process more efficient.

Second, the CPD Accreditation Manager uses several different resources when the department is writing a new policy or procedure. These include obtaining example or "model" policies from IACP.net, CALEA and the Benchmark Cities Group. These sources allow CPD to review policies at police departments throughout the nation (including many that are CALEA-

accredited) and use those as models to craft our own policies and procedures. In August 2015, the Chief established the Chief's Committee on Policy and Training, a permanent committee of sergeants to review and make recommendations on policy and to conduct staff studies on issues related to law enforcement. The first task of the committee has been to conduct an in-depth study on CPD's current defensive tactics and firearms training based on the Police Executive Research Forum's (PERF's) report on Re-engineering Police Training. The work of that committee is in progress and will be ongoing.

Lastly, information related to the new RMS project has been presented numerous times to City Council at open public meetings that provide opportunity for public comment and feedback. Each step of the purchase of this system has gone through Council and as a result, received public review. The new RMS will include a Police-to-Citizen ("P2C") module, which will allow citizens easier access to information, such as filing and obtaining copies of reports and contacting officers with follow-up information and questions.

Gaps/Areas for Improvement

Although the CPRB serves in an advisory role for policy and procedure implementation, their role has been somewhat limited. Their review of policies has been done on a case-by-case basis, usually when a concern or issue has arisen. To date, there is no set process for them or other citizens to routinely review police policies and procedures.

In 2012 CPD contracted with Lexipol, a nationally-recognized provider of law enforcement and risk management policies, to create and customize a policy manual for the department. Due to copyright laws that protect Lexipol's material, the department has not published the CPD policy manual online.

Budget Implications

There are no budgetary implications.

Action Item

Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

Current status

CPD employs several methods for communicating with people who have special needs or disabilities. These options range from in-person translation to a new technology that will help officers better communicate with those who have hearing impairment. For citizens who speak Spanish and are brought to the police department in the course of an investigation, CPD is usually able to procure the services of in-person translators. For less common languages, officers may be able to access translation services over the phone via a language line or contact the University of Missouri to obtain assistance.

CPD also recently obtained a new communication device called Ubi Duo that allows officers to communicate face-to-face via text with hearing impaired citizens or citizens who are unable to speak for various reasons. This device is comprised of a monitor and two Bluetooth keyboards that can be used to carry on two-way written conversations. The Ubi Duo can be used in the station or taken out in the field. It makes communication more efficient and easier to record for police reports since the written conversation can be saved and printed. CPD was an early adopter of this technology.

Discussions are also underway to put tablets in the hands of officers on the street in the near future. Access to this technology would allow officers to connect those they encounter in the field who are experiencing mental health issues to mental health professionals via Skype, Facetime or similar applications.

Gaps/Areas for Improvement

Although there are some services available to more effectively communicate with citizens with special needs, it became apparent during the interviews for this report that officers and front desk

and line level personnel are not aware of the available options and often do not know the process to use when requesting interpretation services. For instance, officers often contact the front desk to request translation services but front desk personnel say the list of interpreters and interpretation services in the front desk binder is outdated and they have not been provided updated information in the last few years. They mentioned it can be extremely difficult to obtain an interpreter for officers in the field, especially after hours. Front desk personnel also said they are unsure who to contact within the department with questions or concerns about obtaining interpreters or interpretation services.

CPD's Financial Management Specialist confirmed there have been issues with securing consistent, cost-effective interpretation services that fit the department's needs. She said CPD had discussed the possibility of entering into a contract with an interpretation services provider several years ago, but there were concerns by the City's Finance/Purchasing Department at that time about the need for such a contract given CPD's infrequent use of these services. She said the option of a contract had come up because of issues of inconsistency in availability and rates of several of the interpreters CPD has used in the past. She said the department does not currently have a contract with anyone to provide interpretation services and the issue had not been brought up or discussed in several years. She agreed the department needs to better define and streamline the process for obtaining interpreters for employees in the field and convey the updated process to front desk and line-level employees.

Budget Implications

It is possible that providing consistent access to a wide range of translators could have a budgetary impact, as CPD has had to curtail some services it uses in the past due to cost. Translation services that are dependable, high-quality, court-approved, and available 24 hours a day are not inexpensive. The true budgetary impact cannot be determined at this time without a bid process.

Action Item

Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

Current status

CPD was the first police department in Missouri to equip all officers in a patrol function with Body Worn Cameras (BWCs) in 2014. This process was started well before recent events that led many departments to obtain them over the last year and before the BJA's BWC Toolkit was released in May 2015.

Given the nature of the technology and the sensitivity of the footage that is captured on BWCs, CPD took measures to solicit input from the public via the CPRB as the program was being implemented. This included providing a presentation to the board and providing them with the draft policy for review.

Although the state legislature discussed the issue of body worn camera footage as it relates to citizens' personal privacy expectations in the last legislative session, no laws were passed that applied to the handling of this footage under current open records laws. CPD is keenly aware of community members' privacy concerns related to BWC footage. At present time, when CPD receives an open records request for BWC footage, a commander reviews the footage and makes any necessary redactions. The requests for this footage are also reviewed by the City's legal department.

In conjunction with the implementation of the BWC program, CPD purchased the services of Evidence.com, a digital evidence management system compatible not only with the Taser Axon cameras officers are issued, but also other forms of electronic evidence. The system streamlines the process of collecting, transferring, managing, retrieving and sharing digital evidence. Evidence.com is compliant with the national standards of the Criminal Justice Information Services (CJIS) as it includes audit trails, customizable permissions, and authentication protocols.

Gaps/Areas for Improvement

Since CPD was an early adopter of BWC technology, there was much less information available on implementing a BWC program when CPD was going through the process. That said, a cursory review of the BJA Toolkit indicates CPD's program by and large follows the BJA's recommendations. The CPD Accreditation Manager is currently reviewing the toolkit to determine if any changes are needed to bring the CPD program into line with nationwide best practices.

Budget Implications

There are no budgetary implications at this time. The true budgetary impact will be determined once the Toolkit is reviewed in its entirety and potential changes are identified.

Recommendation 3.3

The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

Not Applicable to this report.

Recommendation 3.4

Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

Not Applicable to this report.

Recommendation 3.5

Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

Although there were no action items in this section specific to local law enforcement, there is some information important to note about CPD's use of technology to engage the community and increase trust and access.

CPD recognizes the importance of using technology and social media to engage the community we serve. CPD actively uses several social media platforms to interact with citizens, including Facebook, Twitter, our own Youtube channel, the City Channel and the City's website. All City of Columbia's web access systems are required to be ADA compliant, making them accessible to all citizens.

The increase in media interaction and today's shortened news cycle have necessitated the reallocation of resources to meet the increasing demand for this type of interaction by the community. In the last six years, CPD has gone from having no employees solely dedicated to public communications to having a Public Relations Unit staffed by a Sergeant, an Officer, a full-time civilian employee, and one part-time civilian employee. Hiring of an additional part-time civilian employee is currently in process.

Even with the increase in personnel assigned to handle media and public relations needs, the increasing demands appear to be outpacing the resources. The supervisor of the PR Unit is also the department's Accreditation Manager and is also responsible for the review of all of the department's domestic violence reports. The Public Relations Unit currently handles not only media releases, inquiries, and requests, but also many of the public relations event requests, such as requests for group tours of the police department and requests for officer presentations and appearances at community meetings and events. They also help shape the department's image by increasing publicity for positive internal happenings such as promotions, awards, projects, etc. Many of the public relations requests (tours, officer presentations, and public appearances) were previously handled by the now defunct Crime Prevention/Community Services Unit, which was disbanded in 2009 in a department reorganization. The department still receives a significant number of these types of requests. If the PR Unit is unable to handle a request, it is sent to Patrol to determine if an on-duty officer or sergeant can handle the request as call volume allows. The

PR Unit has been working closely with the newly formed COU to bring attention to the COU and their activities and work in the community.

The PR Unit Sergeant says the shortened news cycle and the need to remain fresh and current with the information posted on social media are constant challenges for PR employees. He said there is a need for the department to have an active presence online to keep people engaged and to continually monitor the department's social media outlets to respond to requests, concerns and posts in a timely manner. The PR Unit Sergeant says the unit's current workload poses challenges to his personnel to be able respond to scenes and obtain photos, video footage and information to disseminate to media outlets in real time.

Although the department does have policies that address individual employee use of social media, CPD does not currently have a policy that applies to the department's use of social media as a whole. The Accreditation Manager says he is aware of the need and such a policy will be drafted in the near future. He said the department does have a generic disclaimer on the department Facebook page outlining the criteria the CPD uses in determining what content to remove from the page. Creating and adhering to a department social media policy and publicizing this policy will make citizens more comfortable engaging with CPD and increase the community's trust in us.

One unanticipated challenge of the department's increased use of social media is the creation of public records by the department that are subject to Missouri's open records laws. This requires the department to maintain and archive these records in compliance with the law, which can be a complex undertaking. For this reason, CPD has recently engaged in discussions with a private company to provide the technical and data storage services needed to maintain these types of records. It will likely cost about \$2,400 per year to obtain the social media archiving services CPD needs.

Maintaining a high level of social media quality and activity and public relations engagement may well have a budgetary impact in the near future as additional staffing and equipment are needed to supplement existing PR resources.

Pillar 4 Community Policing & Crime Reduction

Prepared by Lt. Jason Jones

Community policing requires the active building of positive relationships with members of the community.

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Summary

“Law enforcement’s obligation is not only to reduce crime but also to do so fairly while protecting the rights of citizens. Any prevention strategy that unintentionally violates civil rights, compromises police legitimacy, or undermines trust is counterproductive from both ethical and cost-benefit perspectives. Ignoring these considerations can have both financial costs (e.g., lawsuits) and social costs (e.g., loss of public support).” (*Final Report of the President’s Task Force on 21st Century Policing, Community Policing and Crime Reduction section of Report, 2015.*)

It must also be stressed that the absence of crime is not the final goal of law enforcement. Rather, it is the promotion and protection of public safety while respecting the dignity and rights of all. And public safety and well-being cannot be attained without the community’s belief that their well-being is at the heart of all law enforcement activities. It is critical to help community members see police as allies rather than as an occupying force and to work in concert with other community stakeholders to create more economically and socially stable neighborhoods.”

Pillar four (4), Community Policing and Crime Reduction, contains seven (7) overarching Recommendations, some with numerous “Action Item(s).”

Not surprisingly, the most significant obstacle to the implementation of some of the recommended action items is the current lack of available resources within the police department (patrol staffing).

In 2014, using data from calendar year 2013, the Columbia Police Department’s Crime Analyst examined the existing resources on Patrol in an effort to determine how many additional officers we would need for officers to spend one-third of their time responding to calls for service, one-third conducting administrative responsibilities (such as completing paperwork, reports and/or packaging and submitting evidence, etc.), and one-third being proactive (seeking out traffic stops, checking subjects, making proactive citizen contacts, etc.).

Based on the calls for service and the existing resources at the time, the study showed the Department needed an additional 50 officers (described as a “conservative” figure by the crime analyst) to meet this goal.

Recommendation 4.1

Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Action Item

Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

Response

Historical: Several years ago, in an attempt to better establish communication and outreach to the central city area, which would have fulfilled the intent of this recommendation (making contact with citizens in the area to reinforce the importance of community engagement), the Columbia Police Department assigned two (2) officers to the Beat 20 area with the focus on community outreach. This two-person team would attend various events in the central city area and serve as a more personal extension of the police department to the residents of the area. The two (original) officers have since been promoted to Sergeant and selected for a K-9 position for the department respectively.

Currently: As of July 2014 the Columbia Police Department, recognizing the continued need for community outreach, established the Community Outreach Unit (COU), comprised of two (2) (soon to be six (6)) full-time officers dedicated to “open[ing] lines of communication with the community while rebuilding community partnerships and relationships.”

- Among the stated goals of the COU are:

- Listen and act upon the cares and concerns of the community
- Establish a network of community contacts
- Create an environment in which community members are comfortable to communicate with police
- Identify problem areas, people, and situations within the community
- Identify areas in which police meet the needs of these communities and areas in which police do not
- Responsibly enforce the law in these communities to build trust in those who call upon us, and
- Make [officers] available in Douglass Park to network and interact with community members

The COU is still in its infancy, but appears to already be having a positive impact.

The cost to adopt policies that reinforce the importance of community engagement in managing public safety is relatively minimal. The recommendation of doing so is reasonable and the perceived benefit to the community could be significant. However, the cost associated with assigning six (6) officers and a Sergeant to this endeavor is significant, and will require a reallocation of resources that are arguably already stretched as thin as can be.

With regard to the Action Items, the 13th Circuit (Boone County) Court does have diversion programs in both adult court (e.g. Drug Court, STOP program for stealing offenses) and in juvenile court to an extent (e.g. Consequence Program, Cognitive Behavior Intervention Programs (from the official website - Thinking for a Change, Why Can't I Stop, Options to Anger), Community Service Work, Restitution, Victim Impact Panel, Family Therapy, Shoplifter's Education).

Additionally, as of 2015, the Columbia Police Department, the Boone County Sheriff's Department, Columbia Public Schools and the 13th Judicial Court (Juvenile Division) entered into a Memorandum of Understanding that allows the Columbia Public School system to handle school-related delinquent acts (referred to in the MOU as "minor school-based offenses") rather

than always referring these types of violations to the Juvenile Office. As further noted in the MOU, "Students may be held accountable for certain offenses without referral to the Juvenile Justice System." The MOU also outlines alternative consequences for referrals to the Juvenile System such as restorative practices, peer mediation, counseling services, etc. that "promote the best interest of the student, school system, law enforcement and the larger community."

Further, regarding cases in the adult court system, there are several examples of the Police Department currently exercising "least harm" resolutions rather than always conducting enforcement actions such as physical/custodial arrests:

Marijuana enforcement - In 2004, the City of Columbia passed an ordinance allowing for the issuance of a summons for a misdemeanor amount of marijuana and/or marijuana paraphernalia in lieu of custodial arrest providing certain criteria are met.

Traffic enforcement - Officers of the Columbia Police Department do have some discretion in certain situations (for example minor traffic offenses) regarding enforcement and are allowed to issue warnings when situationally appropriate.

The Police Department currently has policies in effect that encourage leniency (e.g. policy 464 that addresses the homeless population, which states, "... when encountering a homeless person who has committed a nonviolent misdemeanor and continued freedom is not likely to result in a continuation of the offense or a breach of the peace, officers are encouraged to consider long-term solutions to problems that may relate to the homeless, such as shelter referrals, counseling and summons and release in lieu of physical arrest."

In August 2015 at the direction of the Municipal Court, CPD officers began issuing citations and releasing suspect(s) in a majority of situations involving municipal charges, rather than effecting an arrest and making the suspect(s) post bond.

Recommendation 4.2

Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

Action Item

Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

Response

The concept of community policing is a noble one and is believed to benefit the department and the public. Unfortunately, with the current level of police department resources (a problem experienced by many departments across the country, not just exclusive to the Columbia Police Department), the ability to promote true community policing throughout the department is very difficult. Officers on most shifts find themselves going call to call, with little to no time for proactive enforcement and/or community outreach, etc. More time spent on community policing would benefit the community but the current workload almost all but prohibits being able to do so. The cost associated with getting the department up to sufficient staffing levels to allow officers time for true community policing would be significant (likely in the millions of dollars).

The Department recently hired Matrix, a consulting firm that specializes in the assessment of workload and resources. After conducting a study of current schedules and staffing conditions, they proposed schedules believed to maximize the efficiency of current resources and allow for more discretionary (proactive) time. Ideally, this additional time would allow for additional training for all Patrol officers on the topic of incorporating the ideas and concepts of community policing into their workdays. The new Patrol schedule will go into effect near the end of February 2016.

With regards to the Action Item, one of the competencies on which officers of the Columbia Police Department are currently evaluated is "Service". The description of the competency reads as follows, "Supports the City's Vision, Mission and Values in all job-related activities, represents the City in a positive manner, and exhibits an understanding of community values, priorities and expectations. Serves all internal and external customers with patience and tact, and can be depended on to provide the best possible service to all."

The high volume of calls for service and officers' lack of discretionary time (time that would allow for proactive activity) significantly diminishes officers' ability to "engage members of the community" and build partnerships in situations other than a call for service.

The new Community Outreach Unit has included among its goals to establish a network of community contacts. Members of the unit will, presumably, be evaluated on competencies such as this and other similar goals/objectives.

Action Item

Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

Response

As stated earlier, the Department recently hired a consulting firm (Matrix) to complete an assessment of workload and resources. They proposed schedules they believe would maximize resources and allow for more discretionary (proactive) time. The Department decided to implement a slightly modified version of two (2) of the proposed schedules which met roughly the same efficiency, and will hopefully allow sufficient time for patrol officers to participate in more problem solving and community engagement activities.

As noted previously, the 2014 staffing study indicated the Columbia Police Department is approximately 50 officers short of the number necessary to allow for one-third of officers' time to be spent on proactive work and engaging in problem solving/community engagement

activities. Hopefully the change to patrol deployment will have the desired effect and increase discretionary time for officers.

Officers are currently assigned Problem Oriented Policing (POP) projects on occasion to complete as time permits. This allows officers to participate in problem solving and community engagement activities, however, as stated above, POP projects do not occur as often as anyone would like because of the current volume of calls for service.

Action Item

The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

Response

When a police department learns of a specific policing method that results in dramatic crime reduction, they should review those practices to determine if any of those factors can be replicated in their respective law enforcement agencies and communities.

As an example, CPD is looking into the No Violence Alliance (NOVA) program that exists in Kansas City, Missouri to attempt to determine if a similar program in Columbia could have similar results.

The NOVA program “draws upon the strengths of multiple resources of the community, the faith-based community, law enforcement and social services, working together towards a common goal; to interrupt the cycle of violence” (KC NOVA Program pamphlet).

The program is a partnership/collaboration between the Kansas City, Missouri Police Department, the Jackson County Prosecuting Attorney's Office, the United States Attorney's Office, Probation and Parole, the Federal Bureau of Investigation (FBI), Bureau of Alcohol Tobacco Firearms and Explosives (ATF) and the community (including the University of

Missouri - Kansas City, Mothers in Charge, neighborhood and faith leaders). It utilizes “new police intelligence methods to pinpoint the small number of persons who are likely to be a victim or perpetrator of violence.” The NOVA program is similar to the Project Longevity Program in Connecticut and the Boston Ceasefire Program. It has reportedly had a significant impact on violent crime and homicide rates.

Recommendation 4.3

Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

Action Item

The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

Response

The Columbia Police Department utilizes the National Incident Management System (NIMS), which, according to the Federal Emergency Management Agency (FEMA) website “... is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats and hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, property and harm to the environment. The NIMS is the essential foundation to the National Preparedness System (NPS) and provides the template for the management of incidents and operations in support of all five National Planning Frameworks.”

There are times (such as recent happenings following events of civil unrest) when it's believed some degree of community involvement could play significantly into the success of the response. The logistics of such an endeavor (the formation of a community group that aides in the handling of similar situations) could be explored by the Community Outreach Unit.

Although this Action Item is a recommendation for the Department of Justice (DOJ), the Columbia Police Department does currently have a Crisis Intervention Team (CIT) program. Approximately 35 percent of current Columbia Police Department officers have successfully completed the CIT training program.

Action Item

Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

Response

Although this is a “Community” recommended Action Item, the Columbia Police Department has established its own peer support program, but it is in its infancy. Officers have been through one (1) training event, and some officers will attend the Concerns of Police Survivors (COPS) National Conference on Law Enforcement Wellness and Trauma in Texas in November.

In speaking with Assistant Chief J. Gordon about the CPD program, he said he currently sees the program as an opportunity to help individual officers with issues they are experiencing, as well as multiple officers (squads and/or even more significant numbers of officers) affected by a more significant event (such as an officer involved shooting).

The goal is to have the CPD peer support program operational by October 2016.

Action Item

Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

Response:

This is a “Community” recommended Action Item.

With regards to the CPD CIT program, there is currently no established way of truly evaluating the efficacy of the CPD's Crisis Intervention Team (CIT). According to Lt. Barb Buck, the former commander over CPD's CIT, officers average approximately 20-25 CIT reports per month. There are an additional 35 to 40 non-criminal mental health-related reports completed per month - some by CIT officers and some by officers without the CIT training. CPD averaged over 400 96-hour commitments in 2014, in which officers took custody of a person who was a danger to themselves or someone else and conveyed that person to a mental health treatment facility.

Recommendation 4.4

Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

Action Item

Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

Response

Columbia Police Department policy 340, Code of Conduct, addresses the code of conduct to which officers are expected to adhere. Section 340.3.3 outlines that "employees engaging in (4) use of derogatory language while on-duty or in uniform, (5) inappropriate use of obscene or profane language while on-duty or in uniform, (20) discourteous, disrespectful or discriminatory treatment of any member of the public or any member of this department or the City are subject to discipline."

Currently, most members of the Police Department's Command Staff and supervisors have attended training called Procedural Justice for Law Enforcement Agencies. The training was conducted by the Center for Public Safety and Justice of the University of Illinois in partnership

with the national office of Community Oriented Policing Services (COPS). The intent is for all CPD employees to receive the training in the future.

From the reading material presented in the class, "Procedural justice refers to the principles of fairness and the transparency of the process by which decisions are made. Procedural justice is the fulcrum on which police legitimacy balances."

Procedural justice has four (4) pillars:

- Fairness and consistency of rule application
- Voice and representation in the process
- Transparency and openness of process, and
- Impartiality and unbiased decision-making

It is believed training the remainder of the department will be beneficial to both the department and the community.

Action Item

Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

Response

Several years ago the Columbia Police Department had a Community Action Team (CAT) that furthered some of these goals, however, as a result of the lack of adequate staffing, the department had to shift its focus back to the basics of law enforcement, putting available resources primarily into general patrol and investigative capacities.

As stated before, in 2012 CPD assigned two (2) officers to the Beat 20 area with a focus on community outreach in an attempt to better establish communication and outreach with people in the central city area. This two-person team attended various events in the central city area and served as a more personal extension of the police department to residents of the area. These two

officers have since been promoted to Sergeant and/or selected for a K-9 position for the department.

In July 2014 CPD recognized the unmet need for community outreach and established the Community Outreach Unit (COU), comprised of two (2) (soon to be six (6) full-time officers dedicated to “open[ing] lines of communication with the community while rebuilding community partnerships and relationships.”

Among the stated goals of the COU are:

- Listening and acting upon the cares and concerns of the community
- Establishing a network of community contacts
- Creating an environment in which community members are comfortable to communicate with police
- Identifying problem areas, people, and situations within the community
- Identifying areas in which police meet the needs of these communities and areas in which police do not
- Responsibly enforcing the law in these communities to build trust in those who call upon us, and
- Making [officers] available in Douglass Park to network and interact with community members

Unfortunately, as stated in earlier sections, until CPD reaches staffing levels more conducive to such activities, having sufficient time for all patrol officers to be able to make these types of connections with the community will be difficult.

Additionally, CPD's collaboration with the Kansas City Police Department and the United States Attorney's Office to start a program similar to the KC NOVA (No Violence Alliance) program is a step in this direction. The NOVA program “draws upon the strengths of multiple resources of the community, the faith-based community, law enforcement and social services, working together towards a common goal; to interrupt the cycle of violence” (KC NOVA Program

pamphlet). It is believed the implementation of a program similar to this in the Columbia area could yield positive results.

Recommendation 4.5

Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

Action Item

Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

Response

The Community Outreach Unit will be reaching out to members of the public in ways patrol officers currently cannot due to call volume. Identifying community residents who would be valuable members of such a team could be considered a goal of the Community Outreach Unit. In the relatively recent past, the Columbia Police Department has participated in City of Columbia Ward meetings where citizens of the respective wards could bring concerns to members of different city departments, including police.

Additionally, the Columbia Police Department participates in a monthly “Coffee with a Cop” program (March through October) so citizens can come speak to officers and discuss matters of concern.

With regard to encouraging community members to help influence programs and policy, the City of Columbia established the Citizens Police Review Board in 2009, which holds meetings once per month. Citizens are encouraged to attend CPRB meetings to discuss matters of concern with the Board.

Among its other duties, the CPRB “hosts public meetings and educational programs for Columbia residents and police officers, reviews and makes recommendations on police policies, procedures and training, and prepares and submits annual reports that analyze citizen and police complaints to the City Council.”

The CPRB “meet[s] semi-annually with the chief of police to discuss issues of concern and to recommend ways that the police can improve their relationship with citizens. The board may also make recommendations regarding policies, rules, hiring, training and the complaint process.”

Action Item

Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

Response

The Columbia Police Department has held a Citizens Academy in the past and currently holds an annual Youth Academy so Columbia youth can interact positively with police officers and learn various aspects of policing.

Additionally, CPD has a ride-along program where citizens can go on a ride-along with an officer for several hours of the officer's shift.

CPD also has a police Explorer Program, which “offers young adults 14-20 years of age considering a career in law enforcement or a related field in the criminal justice system a personal awareness of the criminal justice system through training, practical experiences, competition, and other activities.”

The Explorer program is “based on the following five areas of emphasis: Career Opportunities, Life Skills, Citizenship, Character Education, and Leadership Experience. Law Enforcement Exploring fulfills all of these areas of emphasis in its mission to offer Explorers interested in a career in law enforcement the opportunity to:

- Gain exposure to various criminal justice careers and to have positive interaction with law enforcement professionals. [Career Opportunities]
- Obtain “hands-on” experience and awareness of the criminal justice system, thereby helping Explorers to make an informed decision on a career in law enforcement or a related field. [Career Opportunities]
- Receive comprehensive career focused training that in many cases qualifies for academic credit (i.e. career education credit). [Career Opportunities]
- Benefit from interpersonal growth through self-discipline, teamwork, challenging experiences, and high standards of performance and personal conduct. [Citizenship, Character Education]
- Enhance character development and improve physical and mental fitness. [Character Education, Life Skills]
- Learn responsibility to self and others through leadership. [Leadership Experience]
- Serve their community by assisting their sponsoring agency in a supplementary law enforcement and liaison capacity. [Citizenship]”

The Columbia Police Department is also looking into doing something similar to the Dallas, TX Police Department's “Let's Talk” program where officers meet with school-aged youth and discuss the appropriate way to interact with officers should they encounter them. This program also seeks out the voices of the youth to see if they have any input on how they (the police) can improve their interactions with the community.

Action Item

Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

Response:

As stated in a previous response, the City of Columbia established the Citizens Police Review Board in 2009, which holds meetings once per month. Citizens are encouraged to attend CPRB meetings to discuss matters of concern with the Board.

Among its other duties, the CPRB “hosts public meetings and educational programs for Columbia residents and police officers, reviews and makes recommendations on police policies, procedures and training, and prepares and submits annual reports that analyze citizen and police complaints to the City Council.”

The CPRB “meet[s] semi-annually with the chief of police to discuss issues of concern and to recommend ways that the police can improve their relationship with citizens. The board may also make recommendations regarding policies, rules, hiring, training and the complaint process.”

Action Item

Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

Response

As stated in earlier sections/responses, the Columbia Police Department is bolstering the Community Outreach Unit in the hopes of better accomplishing the stated goals. In December 2015 as part of the current strategic plan, the City of Columbia identified three geographical areas that could most benefit from increased attention and an influx of city resources and assistance. The COU will operate primarily in these areas, and will focus on helping solve community problems by using methods and resources not contained to traditional law enforcement.

Recommendation 4.6

Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

Action Item

Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

Response

The Memorandum of Understanding entered into by the Columbia Public Schools, City of Columbia Police Department, Boone County Sheriff's Department and the 13th Judicial Circuit Court - Juvenile Division, does just that. Alternatives to arrest and placement into the Juvenile Justice System have been outlined, and, as stated previously, "[t]he Parties agree that students may be held accountable for certain offenses without referral to the juvenile justice system" and, further, "the Parties agree that a cooperative agreement delineating the responsibilities of each party involved in making decisions regarding juvenile referrals and alternative consequences (such as restorative practices, peer mediation, counseling services, etc.) would promote the best interest of the student, the School System, law enforcement and the larger community."

Action Item

In order to keep youth in school and to keep them from engaging in criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

Response:

See above response for alternative consequences/options available to law enforcement and the School System.

Alternatives to suspensions/expulsions have been identified (while still an option should a particular set of circumstances warrant it).

The MOU notes in one section, "The School System may use the most appropriate resources available to the Parties hereto in order to address the report(s) and services needed. Such resources may include but are not limited to: monthly meeting with parents and home school coordinator and/or school representative, counseling at school, behavior plans, home visits, office visits, referral and participation in Interagency Meetings, mediation, attendance contracts and suspension.

Action Item

Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

See response to above Action Item.

Action Item

Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

Response

As has been discussed in previous sections, there is a system currently in place (as set forth by the MOU between the Columbia Public School System, the Columbia Police Department, the

Boone County Sheriff's Department, and the 13th Judicial Circuit Court - Juvenile Division) that utilizes measures other than law enforcement involvement and/or introduction into the juvenile justice system for certain offenses (listed in the MOU). These measures can include: monthly meetings with parents and home school coordinator and/or school representative, counseling at school, behavior plans, home visits, office visits, referral and participation in Interagency Meetings, mediation, attendance contracts and suspension.

Action Item

Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

Response

The Columbia Public School system does not permit the use of corporal punishment or electronic control devices.

The Columbia Police Department, particularly in schools where School Resource Officers are assigned, is allowed to participate in discussions about discipline.

Action Item

Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

Response

As stated before there is an MOU currently in place between the school system, area law enforcement agencies and the 13th Judicial Circuit Court - Juvenile Division.

The MOU outlines specific, relatively minor violations (e.g. 3rd Degree Assault, status offenses, Peace Disturbance, Private Peace Disturbance, Trespass, Misdemeanor Stealing and/or Receiving Stolen Property and Property Damage) that, short of specific facts of the crime(s) warranting it, multiple reports/instances of the offenses, or the juvenile currently being under the court's supervision, will not necessarily result in law enforcement involvement. Several alternatives have been identified (as outlined in the Response to Action Item 4.6.4).

Should additional reports/incidents occur, different options are available, such as mediation, suspension or referral to the Children's' Division for possible family-centered services.

The MOU outlines that a report should be made to law enforcement and/or the Juvenile Office should four (4) or more reports be made in the same school year for these offenses.

The Columbia Public School system also has a disciplinary matrix in place to use as a guideline.

There is also a CPS home and school advocate who reviews the more severe disciplinary cases (5 or more days of suspension). In speaking with school officials, they are looking at transitioning this responsibility to a board/panel in the future as opposed to having one individual conduct the reviews.

Action Item

Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

Response

There are a number of programs the local juvenile justice system has in place to reintegrate juveniles back into their communities upon their release back into their communities. Some are conducted in conjunction with local police agencies and other social services providers. Examples are:

- Shoplifter's Education Program - in conjunction with CPD
- It's Your Life Program - in conjunction with the MSPD
- Cyber Crimes and Cyberbullying Program - in conjunction with the BCSD
- Tobacco Education Program - in conjunction with the Columbia/Boone County Health Department
- Sexual Education Program - in conjunction with the Columbia/Boone County Health Department
- Parachute Program - in conjunction with Pathways providing mental health and substance abuse treatment for at-risk youth
- Consequence Program - typically for first time or low level offenders to educate youth and parents about the consequences of continued involvement with the Juvenile Office
- Savvy Sisters - gender specific program for teenage girls to discuss specific issues they face
- Inpatient and outpatient substance abuse treatment.
- GED and work skills programs - in conjunction with Job Point for older youth
- Mental health treatment

Action Item

Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

Response

As previously discussed, there is currently an MOU between the Columbia Public Schools and the Columbia Police Department, the Boone County Sheriff's Department, and the 13th Judicial Circuit Court - Juvenile Division that limits police involvement in school discipline. The City of Columbia and CPS also enter into a yearly contract not only outlining the financial agreement in placing SROs in schools, but also outlining officers' roles and responsibilities. This contract is reviewed by both parties each year to ensure it is kept up to date.

Action Item

The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

Response

This is a recommendation for the Federal Government.

Recommendation 4.7

Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

Action Item

Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

Response

The Columbia Police Department has School Resource Officers in all local high schools, an arrangement that allows for “consistent” and “persistent” interaction between youth and police.

As stated in a previous response, the Columbia Police Department currently operates a Youth Academy that allows for positive interactions between youth and the police.

Additionally, as stated before, CPD participates in the police Explorer program for youth 14-20 years of age.

Last, as stated before, CPD is currently exploring the possibility of implementing a program similar to the “Let’s Talk” program in Dallas that would allow for dialogue between community youth and law enforcement.

Action Item

Communities should develop community and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

Response

This is a community recommendation; however, it is believed the alternative school-based programs will mitigate punitive and authoritarian solutions to teen problems.

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Pillar 5 Training & Education

Prepared by Lt. Eric Hughes

Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency.

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Overview:

Pillar Five identifies a wide variety of challenges police officers are facing on a daily basis across the nation and in our community: terrorism, rapid changes in technology, fast-paced changes in the societal expectations of their police, and ever-changing laws and expectations.

The Presidential report emphasizes the need for new training curricula for academy recruits and veteran police officers and especially recognizes the need for more interpersonal communications training, increased bias awareness, procedural justice and impartial policing, training on mental health issues, as well as analytical research practices and emerging technology. The report also includes the need for better recruitment, hiring, evaluation, and training and promotion processes with the goal being to develop a highly-educated police agency that can better engage with their community. As a department, it will be important for us to hire police officers that reflect the community they work in and is based on educational achievements and social skills. It is important that we focus on finding officers with character traits that support fairness, compassion, cultural sensitivity, and that respect all members of the community.

Pillar Five recommends standardizing training of law enforcement officers and calls for ongoing and improved training for leadership in all ranks of the department. It further calls for the establishment of postgraduate courses for law enforcement leaders. In theory, the concept of these ideals are on target for creating outstanding police departments, however, the reality of the astronomical costs associated with full implementation make achieving this pillar difficult and a long process at best without significant commitments from policy makers and City leaders to fund this Pillar without making fiscal cuts to other important aspects of a full-service police department. Our department can do its part in this process by applying for any and all grant funds that bring funding to the department for community outreach, training, and equipment. Receiving grant funding for some of our basic police services will assist to free up fiscal funding to increase our training opportunities. This cannot be implemented properly for our community without first understanding the community we serve. It is imperative that we, as a City and a Department, take the time to examine the root causes of some of the issues we face in our

community. As a City, we need to address poverty, education, health, and safety through community-based initiatives so that we can implement a comprehensive, community-based education program that educates officers, City leaders, and police executives.

General response:

The Columbia Police Department is committed to creating an environment that cultivates a procedurally just atmosphere both out in the community and within the department. Education and training is an important aspect of achieving that goal. According to a 2003 Bureau of Justice Statistics study, 83% of all U.S. police departments require a high school diploma, but only 8% require a 4-year college degree. But another study, by 2010 Police Quarterly, revealed that officers with some college education are less likely to resort to force (56% of the time) than those who have never attended college (68% of the time). The Columbia Police Department is already ahead of most other departments in that we, until recently, had a Four-Year Degree requirement. Even with reducing our entry requirement to 60-hours of college education and/or equivalent military experience, we are ahead of other departments who merely require a high school diploma.

In addition to entry level requirements being higher than average, our Training and Recruitment Unit has the track record of staying current with training methods, curriculum, and philosophies of education that are comprehensive and community-based. The Columbia Police Department is already engaged in changes to our internal recruit training practices and philosophies. We have recently conducted a complete overhaul of our recruit training procedures moving from a traditional Field Training Officer model that involved too many phases and too many different training officers, to a streamlined Police Training Officer program that better focuses on ethical decision making, legitimacy, and community engagement. This is accomplished by a more uniformed training process, including the Procedural Justice training that all of our supervisory level officers recently attended. Our training and recruitment team is also already engaged in tailoring our training programs to meet the new requirements by our Peace Officer Standards and Training Division of the Department of Public Safety.

The new requirements by Missouri POST changes the 48 hours of training over a 3-year period to a more stringent 24 hour per year requirement for all police officers. This, by nature, will improve police officer education and training within our department. In addition, the new requirement must implement the following topics for two hours of training:

- Officer Well Being including mental health awareness.
- Fair and Impartial Policing practices including implicit Bias Recognition.
- Tactical training to include de-escalation techniques and crisis management, critical thinking, and social intelligence.
- Legal Studies
- Technical Studies
- Interpersonal
- Fire Arms/Skills

These changes in POST requirements and our quick implementation of these changes are crucial to the foundation for developing, improving, and facilitating best-practices for police training, for establishing more accountability, and enhancing professionalism.

Enhancing policing in Columbia requires a comprehensive approach that utilizes City, State, and Federal resources and opportunities. As we examine the recommendations and action items of Pillar 5 below it is important to note that some of the recommendations of the President's Task Force can be best achieved at other points in the community and do not necessarily rest with the Columbia Police Department. I will however, address each recommendation and accompanying action items.

Recommendation 5.1

The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

Action Item

The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.

CPD Current Practice

The CPD TRU utilizes methods that replicate calls that occur in the field and implements some scenario-based training modules. Firearms training and Response to Resistance training is very scenario-based and mimics real-life examples.

Improvement

Expand scenario-based training to include cultural issues, extreme discrimination, sexual harassment, and assault issues. Implementation of role-play training will assist with this.

Cost

Change in cost will be minimal as it involves academic changes in procedure and does not necessarily require the purchase of new equipment.

Reasonableness

It would be reasonable to implement this style of education and training as it covers multiply learning styles and the adult learner.

Action Item

The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

CPD Current Practice

CPD has a partnership with our local academy and is in the process of evaluating other academies to seek the best training for our officers. Several of our police officers assist in teaching our officers both internally and in partnership with LETI.

Improvement

Continue to seek out dialogue with Academy executives and ensure that we, as an agency, are keeping training for our recruits and officers a priority. In addition, we must continue to focus on training as a priority and maximize our training time with innovative practices that are based on research. We should capitalize on having a Research University in our jurisdiction and develop a stronger partnership with the University of Missouri at both the Department and City levels.

Cost

There is little cost in forging relationships and building partnership.

Reasonableness

It would be reasonable to develop partnerships with our Academies and Universities to improve upon the training we are currently doing and to focus on evidence based research as a guide for future training.

Action Item

The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

NOT APPLICABLE as this is handled at the Federal level.

Recommendation 5.2:

Law enforcement agencies should engage community members in the training process.

As stated in the Recommendation, it is essential that police training remain transparent and open for review by the community. Not only would it allow the community to see the demands placed on our law enforcement officers, it would provide an opportunity for community members to be a part of the training process by having the opportunity to shape some of the training content and delivery.

CPD Current Practice

CPD has traditionally allowed media and other civilian community members in to limited training classes we are hosting or conducting internally.

Improvement

Expand our training philosophy to allow for more opportunities to engage our officers and the community by seeking some training from outside local resources such as professors, community leaders, and successful private business leaders. On occasion we have asked local successful business leaders to train/speak to our executive leaders as well as Sergeants. I believe we should expand this practice to include all levels within the department.

Utilize both our department PIO's and the City media specialists to regularly attend, video, and release articles and videos of our training methods, scenarios, practices, and goals. This will allow the public the opportunity to learn about the existing training in our department in a method that is transparent without them having to ask for the information. This would need to include some method for the public to provide feedback on the training...either via surveys or feedback directly to the department. I would recommend against open comments everyone can read though.

Return to conducting a Citizen's Academy where we allow community members to experience some of our training opportunities. It is imperative that the implementation of this style of class includes increasing the academy enrollment and numbers of participants allowed in the class at a time.

Provide training to our officers, officers of other jurisdictions, and community members that focuses on Cultural Awareness and Bias. This could include partnering with local businesses that also wish to improve the knowledge base of their employees. This would require partnering with community members and increasing the educational goals of our TRU to include educating the public and civilians.

Cost:

Cost could be moderate to very expensive, however, much can be mitigated through partnering with local businesses to assist in funding the training for our employees as well as theirs. This would be in-line with the community members and police being engaged in meaningful training together. This type of activity would require expansion of the TRU.

Reasonableness

This recommendation is highly reasonable and crucial to the transparency required in today's law enforcement interactions with the community. It is imperative that we create an ongoing dialogue with the community that is felt throughout the department and the community.

Action Item

The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

This action item would directly benefit CPD as we would not have to create the methods, however, no further action is required by CPD on this particular item.

Recommendation 5.3

Law enforcement agencies should provide leadership training to all personnel throughout their careers.

Standards and programs need to be established for every level of leadership from the first line to middle management to executive leadership. If there is good leadership and procedural justice within the agency, the officers are more likely to behave according to those standards in the community.

CPD Current Practice

CPD sends Sergeants and those aspiring to be Sergeants to leadership courses such as First Line Supervisor School when budgets allow. Lieutenants and above can attend leadership courses at the upper level such as PERF, however, budgetary funds are not high enough to get everyone trained in a timely manner as Lieutenants have been denied training due to funding during the past 3 years. There is no consistent method or group of classes that all ranks go through that are equivalent with their rank or job. In addition, there is no leadership preparation courses provided to employees at the police officer level. CPD focuses on succession planning activities, however, this is task oriented and not leadership focused.

Improvement

Although the theory of getting all leadership to training is in-line with the recommendation, the implementation is lacking consistency and formalization.

Increase funding to leadership training and increase standardization of training requirements for all ranks within the department and a timeline to achieve those training requirements.

Implement a training timeline for all ranks within the department. A timeline would ensure that the department must provide training to all leaders within the department in a timely manner to increase their opportunities for success.

Develop internal training courses that teach officers to lead through coaching, mentorship, and employee improvement rather than by force. Police leadership methods are changing and departments have to have leaders that are focused on leading people groups, change, and organizations while focusing on every officer as a leader with decision ability and backing.

Cost

Significant. This would require a significant training budget increase that needs to be implemented sooner rather than later. Leadership training for executive police leaders is expensive and requires a vast amount of time away from the department. I would recommend all Lieutenants and executive leaders be trained by an executive level course within the next two or three years. In addition, I would recommend that all Sergeants be required to attend a leadership course. For future growth, I would recommend that our TRU implement internal training for Sergeants that includes in-house procedures, community issues, and other training recommendations that have been outlined in the Pillars research.

Reasonableness

This is not only reasonable, this is crucial for the future success of our department.

Action Item

Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

Action Item for Federal Agency, however, we can develop internal training through our TRU that focuses on organizational procedural justice, community policing, police accountability, teaching, coaching, mentoring, and communicating with the media and the public.

If we provided the training and allowed for proper opportunities for this type of training we could then make these tools mandatory for promotion opportunities.

Action Item

The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

Action Item for Federal Agency, however, we can develop internal training through our TRU that focuses on expand our training philosophy to allow for more opportunities to engage our officers and the community by seeking some training from outside local resources such as professors, community leaders, and successful private business leaders.

Action Item

The U.S. Department of Justice should support and encourage cross-discipline leadership training.

Action Item for Federal Agency, however, we can develop internal training through our TRU that focuses on expand our training philosophy to allow for more opportunities to engage our officers and the community by seeking some training from outside local resources such as professors, community leaders, and successful private business leaders.

Our police leaders should attend training outside of the law enforcement realm and attend general leadership training and opportunities that exist in the private sector as well.

5.4 Recommendation 5.4

The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

If this comes into existence, we should attend.

Recommendation 5.5

The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

This was addressed in several of the recommendations above. Our TRU should expand the training courses offered and the knowledge base of our internal instructors to include those topics recommended in the Task Force report. This would require the expansion of the TRU and more funding for training.

Recommendation 5.6

POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

CPD Current Practice:

We currently allow officers to attend CIT training and we, as a department, are an active participant in the CIT process.

We have a CIT process in place that includes special reporting, working with a Mental Health Liaison to assist community members that can benefit by their assistance, as well as internal structures that are based on best practices.

Improvement

Mandate officers attend basic CIT training and provide bi-yearly training on a CIT topic of training. This could be accomplished through in-house training by our TRU or by use of internet/on-line training.

Cost

Minimal as CIT training is offered free through cooperation with our community experts on these subject matters. This is one of the areas in which we excel by already meeting the recommendations of partnering with community leaders and educators.

Action Item

Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.

We are accomplishing this currently and can improve by mandating officers attend basic CIT.

Recommendation 5.7

POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

CPD Current Practice

CPD has already begun this process by sending officers to de-escalation training so that we may develop our own in-house training system on de-escalation. This training includes topics such as social intelligence, implicit bias, fair and impartial policing and other topics that help build trust and legitimacy in our community.

Improvement

Recommendation is that we continue to expand on this starting block. In addition, officers should receive training on the history of our community so that they can understand our community better.

Cost:

Minimal as this can be accomplished in-house.

Recommendation 5.8

POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

This can be best accomplished through training of new recruits at the academy. In-house training of our experienced officers can be in the form of an in-service training block. This, however, will need to be changed at the state and federal levels as far as changing drug possession laws more than just police practices. Currently, drug courts have been statistically shown to have a positive effect on recidivism rates of drug offenders, however, that requires the arrest and initial action of a police officer on the street which is in contradiction with this report. This will have to be sorted out at the state and federal levels as well as local judicial divisions.

Recommendation 5.9

POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

New training requirements by Missouri POST will require that officers attend this type of training. CPD has historically trained its officers in this topic.

Action Item

Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

CPD currently trains in these topics and Missouri POST will now require this type of training. We can reach out to our local advocacy groups to assist with the training as well.

Action Item

Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

CPD has historically provided training on these topics as well. It has been our practice as well as the practice of LETI (our local academy) to reach out to various communities such as the Muslim community as well as the various other groups of individuals.

To improve, we need to ensure that our officers are provided training on all of the various groups that we have in Columbia. Our department as well as our community already has a higher understanding of diversity than other police departments due to the fact that we have several colleges and universities which, by nature, create a more diverse community.

Recommendation 5.10

POSTs should require both basic recruit and in-service training on policing in a democratic society.

CPD already trains on the topics provided in this recommendation, such as ensuring that Terry stops are conducted within constitutional guidelines. In addition, our policies mandate that officers adhere to constitutional guidelines and requirements. In addition, officers are trained in the proper response to resistance techniques that adhere to the constitutional requirements at both the State and Federal levels.

5.11 Recommendation

The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

CPD Current Practice:

CPD already does this through the City tuition reimbursement program.

Improvement:

Increase the incentive for attending higher education through better raises and perks provided to police employees who increase their education levels.

Cost

Moderate to significant depending on participation of officers and incentives offered.

Reasonableness

I believe this is a reasonable recommendation as many people do not enter and/or stay in the field due to lack of incentive for education and training. Entities that invest in their employees will achieve better growth, more employee, engagement, and better job satisfaction of their employees.

Action Item

The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

See response to Recommendation 5.11.

Recommendation 5.12

The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

This is mainly for Federal level change, however, we can make a local change in relation to this goal as well.

CPD Current Practice:

The CPD TRU utilizes methods that replicate calls that occur in the field and implements some scenario-based training modules. Firearms training and Response to Resistance training is very scenario-based and mimics real-life examples.

Improvement:

Expand scenario-based training to include cultural issues, extreme discrimination, sexual harassment, and assault issues. Implementation of role-play training will assist with this.

Expand the use of body camera footage to include a designation of "Suitable for training" for officers to "Tag" their videos as good training examples. This would allow the TRU to review these videos and incorporate real examples from our local community that officers can learn from.

Conduct Behavior Evaluations as training through the review of body camera videos.

Cost:

Minimal as we already have the technology of body cameras.

Reasonableness

Reasonable recommendation.

Recommendation 5.13

The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

The Columbia Police Department is already engaged in changes to our internal recruit training practices and philosophies. We have recently conducted a complete overhaul of our recruit training procedures moving from a traditional Field Training Officer model that involved too many phases and too many different training officers, to a streamlined Police Training Officer program that better focuses on ethical decision making, legitimacy, and community engagement. This is accomplished by a more uniformed training process, including the Procedural Justice training that all of our line-level officers recently attended.

Action Item

The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

See response to recommendation 5.13.

Conclusion

We are becoming a nation that demands the respect of diversity, from ethnic and racial diversity to acceptance of diversity in religion, culture, language, gender, sexual orientation, disabilities, and more. We, as a department, must focus on training to better interact with our citizens and to provide outstanding service to our community. As stated in the Implementation Guide to the President's Task Force on 21st Century Policing, we must prioritize the following:

- Ensure that officers have the knowledge and skills to be culturally responsive and to treat each person with dignity and respect.

- Train officers to recognize factors that may affect how best to treat a community member or suspect while protecting officer and community safety.
- Involve the community in the recruitment, selection, and hiring of officers and incentivize multilingual officers through changes in pay, hours, or other means.
- Recognize and seek to better understand people with mental and physical disabilities
- Recognize that LGBT and gender nonconforming populations often experience extreme discrimination, sexual harassment, and assault. Adopt policies and practices that encourage true dialogue, dignity, respect, and an understanding of the factors that affect these populations when they are involved in the criminal justice system.

To accomplish this, we must train in a manner that focuses on ensuring the culture of policing in our department is consistent across all officers and ranks. This can be accomplished by an emphasis on policing in a democratic society, training officers how to protect human rights, dignity, and equal approach to public safety for all. In addition, we must address procedural justice both internally and externally within the community and we must address issues such as implicit bias and de-escalation training for our officers. Also, we must open training to the public, allow more opportunities for citizen observers of our training, and include community members and local professionals as trainers. Other communities have found success by giving community members the opportunity to participate in training designed for citizens such as citizens academies, allowing citizens to observe department in-service trainings, and actually help to provide training for department in relation to community perspective of the perceptions of police tactics.

In conclusion, this can be accomplished by understanding the community we serve and tailoring our training to match the needs of our community. It is imperative that we, as a City and a Department, take the time to examine the root causes of some of the issues we face in our community. As a City, we need to address poverty, education, health, and safety through community-based initiatives so that we can implement a comprehensive, community-based education program that educates officers, City leaders, and police executives.

Pillar 6 Officer Wellness & Safety

Prepared by Lt. Geoff Jones

The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety.

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Overview

The President's Task Force on 21st Century Policing did a review of policing and made several recommendations and provided some action items in an effort to "begin healing and restore community trust." The "Final Report" identifies six pillars; one of which is "Officer Wellness & Safety", the focus of my report. Of these recommendations and action items, some involve federal resources (funding, research, and additional committees) while some give local governments a direction for current and future resource management. This report will identify recommendations/action items that can be addressed locally, describe what actions have been taken, and identify some future plans that parallel the Task Force's recommendations.

Before the recommendations and action items can be addressed the Task Force recognizes the need for Law enforcement (and other partners in government and the community) to listen. The term "intentional listening" is used to describe what is needed in the form of both internal communications with police officers and externally with the community. Secondly, the Task Force states the need for planning. The planning, by their recommendation should include government officials, law enforcement, and members of the community.

With the above recommendations as a filter to view our current situation, and where we need to plan for improvement and change, I will address the state of the Columbia Police Officers wellness and safety (Pillar six) of the Task Force Report. This report will address the gaps or areas of improvement, budget implications, and recommend priorities for next steps.

Officer Wellness and Safety

"The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety."

"The recent notable deaths of officers are stark reminders of the risk officers face. As a result, physical, mental, and emotional injuries plague many law enforcement agencies."

Recommendation 6.1

The U.S. Department of justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

Officers who are mentally or physically incapacitated cannot serve as they pose a danger to the community, offer officers and themselves.

The action items listed under the first recommendation are situated at a federal level. They will be discussed under Recommendation 6.2.

Recommendation 6.2

Law Enforcement agencies should promote safety and wellness at every level of the organization.

“Safety and wellness affect all law enforcement officials regardless of their management status, duty, or tenure.”

Action Item

Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice Initiative described in recommendation 6.1, the ultimate responsibility lies with the agency.

The federally supported programs from recommendation 6.1 include the creation of a “Blue Alert” warning system, and the creation of a task force to research mental health issues unique to law enforcement and tailor treatments. Also research the efficacy of annual mental health, fitness, resilience and nutrition, and changes to pension plans to include a fitness for duty exams that act as definitive proof of duty and non-duty related disability and benefits to survivors even if safety equipment is not worn (seatbelts and anti-ballistic vests).

Where are we now?

Currently, fitness is evaluated every two-years, although mental health is not assessed. Although this would increase expenditures, the cost of such a mental health contract could not be determined without first requesting bids from providers.

The creation of a “Blue Alert” system is an effort to enlist the public’s help in apprehending those suspected in the killing of police officers. This system, although not formalized, could be created with the help of the Missouri Department of Transportation as they have already placed electronic message boards along the well-travelled highways and interstates in Missouri. A national system would require action from the federal government.

Pension plans and benefits should be evaluated to address the suggestions of the task force, but would ultimately be governed by federal laws that regulate pension plans. Locally, the City of Columbia can assess the manner in which duty and non-duty disabilities are recognized and compensated.

Looking past the specific action items, the City of Columbia has expansive programs related to employee wellness and safety. Mental health is of great concern to the Task Force. The City gives access to the Employee Assistance Program to all police employees and their families in an effort to address mental health issues and provide counseling. In addition to EAP, officers have access to training specific to depression and stress management.

Physical maintenance is also a priority. The following programs are offered by City Employee Wellness Staff:

- Blood pressure and glucose screening.
- Tobacco cessation.
- Weight management (Weightwatchers).
- Reduced fees for gym (ARC) membership.
- Blood borne pathogens training.

Maintaining a healthy lifestyle in addition to mental and physical health is a priority. Although somewhat limited, the City provides training in the areas of financial management.

Some training is related to the wellness of officers while they work. These trainings and assessments provided by the City help to promote safety and wellness while on the job:

- Workstation/work area ergonomic assessments.
- CPR training.
- AED training.

Gaps and areas for improvement

The City of Columbia has focused on preventive health effectively. Maintenance, the frequency of evaluation, and the policies recommended addressing post-event concerns such as death benefit and disability compensation should be examined further.

Further, the City should begin a conversation with the Department of Public Safety that helps to formalize a “Blue Alert” system.

Recommendation 6.3

The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

“It has been established by significant bodies of research that long shifts can not only cause fatigue, stress, and decreased ability to concentrate but also lead to other more serious consequences. Fatigue and stress undermine not only the immune system but also the ability to work at full capacity, make decisions, and maintain emotional equilibrium.”

Action Item

The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24-48 hour period, including special

findings on the maximum number of hours an officer should work in a high risk or high stress environment.

Where are we now?

Federally supported/funded research may lend insight into future best practices. The Columbia Police Department currently regulates the length of shifts as a matter of policy. No officer is allowed to work more than 16 consecutive hours without an 8-hour break in service. In addition to limiting the number of hours worked in a shift, the Department has recently made efforts to adjust scheduling based on a consultant's report. This adjustment may lessen workload and relieve fatigue. Evaluation and research would be beneficial in this area to further relieve stress and fatigue.

Gaps and areas for improvement

The Department should consider active participation in future studies that examine our officers, their levels of fatigue, and how shift lengths affect their decision making ability. By following the progress of this pillar, the Department can help to identify studies supported by the Department of Justice so that the Department can seek to join in the research.

Recommendation 6.4

Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

Action Item

The items listed for this recommendation are both directed at Congress so that they will consider providing funding for the distribution of tactical first aid kits and the renewal of the Bulletproof Vest Partnership; an effort to fund anti-ballistic vests for officers.

Where are we now?

Although this recommendation requires action by the Congress, it allows opportunity for additional funding for our equipment needs. Officers are currently equipped with tourniquets and tactical first aid kits are expected to arrive in the near future. Although the Department does not currently equip tactical first aid kits, progress is imminent.

Gaps and areas for improvement

The Department should continue in its efforts to properly train officers in the use of tactical first aid equipment. Secondly, the Department should work to secure any grant funding that may result from this action item.

Recommendation 6.6

Law Enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

Action Item

There is no action item listed under this recommendation.

Where are we now?

Columbia Police Officers are required to wear both seatbelts and body armor. Officers have been trained in driving techniques and the consequences of failing to wear seatbelts are clearly defined by in-house training. Department training to reduce the likelihood of officer-involved crashes, and the failure to use seatbelts is adequate to meet this recommendation.

Gaps and areas for improvement

The department policy requiring the use of body armor is sufficient. Training can be improved to address the importance of body armor. This would have little to no impact as it could be added to shift meeting briefings and/or response to resistance training currently in place.

Recommendation 6.7

Congress should develop and enact peer review error management legislation.

“A robust but non-punitive peer review error management system-in which law enforcement officers could openly and frankly discuss their own mistakes or near misses without fear of legal repercussions.”

Action Item

There is no action item listed under this recommendation.

Where are we now

Although there is no action item for this category, it requires comment. The Columbia Police Department through informal debriefing sessions works to address issues and actions that could lead to poor outcomes and officer/citizen injury. This is done regularly in shift meetings by supervisors and officers.

City Risk Management currently tracks worker's compensation claims, and the cost associated to these injuries.

Gaps and areas for improvement

The Department could adopt a formalized procedure to more consistently address those issues of high stress and high technical involvement. In doing so, the department with little budgetary impact could outpace the Federal Governments development of such a program.

The City could improve the tracking of near misses and incidents that do not require medical treatment. By tracking these minor events, the Department could improve training and other equipment and conditions in an effort to decrease error that lead to injury.

Recommendation 6.8

The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

Action Item

There is no action item listed under this recommendation.

Where are we now?

Many police vehicles are equipped with rear facing cameras to reduce collisions while backing. Although backing collisions have been an issue for police employees in the past, these are generally minor and do not typically result in injury.

As an accountability tool, police vehicles are equipped with GPS devices that will track speeds. This has the potential to deter officers from driving at unsafe speeds.

Gaps and areas for improvement

The City's Fleet Management Committee should consider available technologies in the context of emergency driving to better equip police vehicles with potentially life-saving features. The Department should seek guidance from the Department of Transportation in an effort to explore these technologies and make recommendations to the committee.