

# **Police Reform Collaborative Process: Key Questions and Insights for Consideration**

(excerpt from Executive Chamber guidance document)

## **What Functions Should the Police Perform?**

### 1. Determining the Role of the Police

- How should the police and the community engage with one another?
- What role do the police currently play in your community?
- Should you deploy social service personnel instead of or in addition to police officers in some situations?
- Can your community reduce violence more effectively by redeploying resources from policing to other programs?
- What function should 911 call centers play in your community?
- Should law enforcement have a presence in schools?

### 2. Staffing, Budgeting, and Equipping Your Police Department

- What are the staffing needs of the police department the community wants?
- Should components of the police department be civilianized?
- How should the police engage in crowd control? Should the police be “demilitarized”?

## **Employing Smart and Effective Policing Standards and Strategies**

### 1. Procedural Justice and Community Policing

- Specific policing strategies that have raised concerns among the public
  - “Broken windows” and “stop and frisk”
  - Discriminatory or bias-based stops, searches and arrests
  - Chokeholds and other restrictions on breathing
  - Use of force for punitive or retaliatory reasons
  - Pretextual stops

- Informal quotas for summonses, tickets or arrests
- Shooting at moving vehicles and high speed pursuits
- Use of SWAT teams and no-knock warrants
- Less-than-lethal weaponry such as tasers and pepper spray
- Facial recognition technology

## 2. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust

- Using summonses rather than warrantless arrests for specified offenses
- Diversion programs
- Restorative justice programs
- Community-Based outreach and violence interruption programs
- Hot-Spot policing and focused deterrence
- De-Escalation strategies
- Can your community effectively identify, investigate and prosecute hate crimes?

## 3. Community Engagement

- Community outreach plans
- Citizen advisory boards and committees
- Partnership with community organizations and faith communities
- Partnering with students and schools
- Police-community reconciliation
- Attention to marginalized communities
- Involving youth in discussions on the role of law enforcement agencies

# **Fostering Community-Oriented Leadership, Culture and Accountability**

## 1. Leadership and Culture

- Is your leadership selection process designed to produce the police community relationship you want?
- Does your officer evaluation structure help advance your policing goals?

- What incentives does your department offer officers to advance policing goals?
- Does your hiring and promotion process help build an effective and diverse leadership team?
- What is your strategy to ensure that your department's cultural-norms and informal processes reflect your formal rules and policies?

## 2. Tracking and Reviewing Use of Force and Identifying Misconduct

- When should officers be required to report use of force to their supervisor?
- What internal review is required after a use of force?
- Does your department review officers' use of force and/or misconduct during performance reviews?
- Does your department use external, independent reviewers to examine uses of force or misconduct?
- Does your department leverage Early Intervention Systems (EIS) to prevent problematic behavior?
- Does your department review "sentinel" or "near-miss" events? Does the department respond to questionable uses of force with non-punitive measures designed to improve officer performance?

## 3. Internal Accountability for Misconduct

- What does your department expect of officers who know of misconduct by another officer?
- Does your department have a clear and transparent process for investigating reports of misconduct?
- Does your department respond to officer misconduct with appropriate disciplinary measures?
- What procedures are in place to ensure that substantiated complaints of misconduct and settlements or adverse verdicts in lawsuits are used to reduce the risk of future misconduct?

- What controls are in place to ensure impartiality when reviewing potential misconduct or complaints? When appropriate, are cases referred to either the District Attorney or another prosecutor?
- Does your department expect leaders and officers to uphold the department's values and culture when off-duty?

#### 4. Citizen Oversight and Other External Accountability

- Does or should your department have some form of civilian oversight over misconduct investigations or policy reform?
- Is there an easy, accessible and well-publicized process for members of the public to report complaints about police misconduct?
- Are investigation outcomes reported to the complainant? Are they reported to the public? Should the department or the citizen complaint review entity, if any, accept anonymous complaints?
- Does your local legislature engage in formal oversight of the police department? Should any changes be made in the legislature's oversight powers or responsibilities?
- Is your police department accredited by any external entity?
- Does your police department do an annual community survey to track level of trust?

#### 5. Data, Technology and Transparency

- What police incident and complaint data should be collected? What data should be available to the public?
- How should your law enforcement agency leverage data to drive policing strategies?
- How can your police department demonstrate a commitment to transparency in its interactions with the public?
- How can your police department make its policies and procedures more transparent?

- How can your police department ensure adequate transparency in its use of automated systems and “high-risk” technologies?
- Should your police department leverage video cameras to ensure law enforcement accountability and increase transparency?

## **Recruiting and Supporting Excellent Personnel**

### 1. Recruiting a Diverse Workforce

- Does your agency reflect the diversity of the community it serves?
- What are ways in which your agency recruits diverse candidates that better represent the demographics of the communities you serve?
- What are ways in which you can re-evaluate hiring practices and testing to remove barriers in hiring underrepresented communities?
- How can you encourage youth in your community to pursue careers in law enforcement?
- What actions can your agency take to foster the continued development and retention of diverse officers?

### 2. Training and Continuing Education

- How can you develop officer training programs that reflect your community values and build trust between police officers and the communities they serve?
- What training policies can you adopt to ensure that police officers continuously receive high-quality, relevant in-service training sessions?
- How can leadership training improve community policing and strengthen relationships between your police department and members of the public?
- How can your police department use its training programs to avoid incidents involving unnecessary use of lethal or nonlethal force?
- How can your police department use its training programs to avoid potential bias incidents and build stronger connections with communities of color and vulnerable populations?

- How can your training program help officers effectively and safely respond to individuals experiencing mental health crises or struggling with substance abuse?
- What practices and procedures can you put in place to measure the quality and efficacy of your police department's training programs?

### 3. Support Officer Wellness and Well-being

- What steps can you take to promote wellness and well-being within your department?
- Are there ways to address officer wellness and well-being through smarter scheduling?
- How can you effectively and proactively address the mental health challenges experienced by many police officers throughout their careers?
- How can you address the well-being of an officer after a traumatic event?