

Appendix 2: Index of DMPD Practices based on 21st Century Policing Report

President's Task Force on 21st Century Policing

Current Practice

Do NOT current Practice

Need to Discuss

Expectation of Non-DMPD Agency/Entity

Pillar 1 – Building Trust and Legitimacy

- 1.1 – Guardian Mindset to build public trust and legitimacy
- 1.2 – Acknowledge the role of policing in the past and present injustice and discrimination
- 1.3 – Establish a culture of transparency and accountability
 - 1.3.1 – make all department policies available for public review, include on website; information on stops, summonses, arrests, reported crime, and other LE data by demographics
 - 1.3.2 – During serious incident, to include police related incidents, agencies should communicate with citizens and the media swiftly, openly, and neutrally
- 1.4 – Promote Legitimacy internally within the organization through principles of procedural justice
 - 1.4.1 – involve employees in the process of developing policies and procedures
 - 1.4.2 – incorporate procedural justice into the internal discipline process, placing importance on values rather than adherence to rules. Partnering with Union Leadership.
- 1.5 – Public trust through positive nonenforcement activities to engage communities with high rate of investigative and enforcement
 - 1.5.1 – involve community in the process of developing and evaluating policies and procedures.
 - 1.5.2 – institute residency incentives (resident Officer Programs – Officer provided housing in public housing neighborhoods to provide enforcement)
 - 1.5.3 – create opportunities in schools and communities for positive nonenforcement interactions and publicize the beneficial outcomes.
 - 1.5.4 – adopt policies to use physical control as a last resort for vulnerable populations; children, elderly, pregnant, physical and mental disabilities, ESL
- 1.6 – Consider damage to public trust when implementing crime fighting strategies
 - 1.6.1 – must evaluate the crime fighting strategies and their potential for collateral damage of community trust and legitimacy
- 1.7 – Track public trust in police. Use of surveys to measure how policing in that community affects public trust.
 - 1.7.1 – Federal Government should develop survey tools and instructions for such a model to prevent local departments from incurring the expenses and allow for consistency across jurisdictions.
- 1.8 – Strive to create a workforce of diversity including; race, gender, language, life experience, and cultural background
 - 1.8.1 – Federal Government should create a Law Enforcement Initiative helping departments to reflect the demographics of their community.
 - 1.8.2 – Overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of agencies.
 - 1.8.3 – Successful agencies should be highlighted and celebrate, less successful should be offered assistance
 - 1.8.4 – Discretionary federal funding to influence departments efforts to improve diversity and cultural and linguistic responsiveness.
 - 1.8.5 – explore more flexible staffing models (split schedules or personalizing work shifts)
- 1.9 – Build relationships based on trust with immigrant communities
 - 1.9.1 – Decouple federal immigration enforcement

1.9.2 – ensure equitable language access for all persons who have encounters with police (Officer able to use language line for any encounter)

1.9.3 – DOJ should not include civil immigration information in the FBI's NCIC

Pillar 2 – Policy and Oversight

2.1 – Collaborate with community to develop policies and strategies in neighborhoods disproportionately affected by crime for deploying resources

2.1.1 – Federal Government should incentivize this collaboration through programs not traditionally part of the criminal justice system

2.2 – comprehensive policies on use of force including training, investigations, prosecutions, data collection, and information sharing. Policies are clear, concise, and openly available for public inspection.

2.2.1 – Use of force policy should emphasize de-escalation and alternatives to arrests

2.2.2 – mandate external and independent criminal investigations for use of force resulting in death, officer involved shootings resulting in death or in-custody deaths.

2.2.3 – mandate use of external and independent prosecutors for use of force resulting in death, officer involved shootings resulting in death or in-custody deaths.

2.2.4 – Polices requiring to collect, maintain, and report data for the Federal Government of all officer-involved shootings fatal or nonfatal, as well as In-custody deaths.

2.2.5 – Clearly state what types of information will be released, when, and in what situation.

2.2.6 – Serious Incident Review Board comprising sworn staff and community members to review cases involving officer-involved shooting and other serious incidents. Purpose is to identify any administrative, supervisory, training, tactical, or policy issues needing addressed.

2.3 – Implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

2.4 – adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

2.5 – Report census data regarding the composition of their departments including race, gender, age, and other relevant demographic data

2.5.1 – Bureau of Justice Statistics should add demographic questions to LEMAS survey

2.6 – Collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summonses, and arrests).

2.6.1 – Federal Government further incentives for universities to partnership with police for data collection and analysis

2.7 – Create policies and procedures for policing mass demonstrations and a continuum of managed tactical resources designed to minimize the appearance of military operation.

2.7.1 – implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.

2.7.2 – Federal Government should create a mechanism for investigating complaints regarding inappropriate use of equipment and tactics.

2.8 – Define appropriate form and structure of civilian oversight to meet the needs of the community.

2.8.1 – DOJ and NIJ should expand it research into civilian oversight

2.8.2 – DOJ Office of COPS should provide technical assistance and collect best practices from existing civilian oversight efforts.

2.9 – Refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigations not related to improving public safety.

2.10 – Require officers to seek written consent before a search and explain right to refuse consent.

2.11 – Require officers to identify themselves by their full name, rank, and command. And provide that information in writing. Officers required to state reason for the stop and/or search.

- 2.11.1 – Carry business cards containing officer's information with appropriate numbers to file a complaint or commendation.
- 2.12 – cease using the possession of condoms as the sole evidence of vice (?)
- 2.13 – Establish 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.
 - 2.13.1 – BOJS add questions concerning misconduct to the police public contact survey
 - 2.13.2 – Centers for Disease control should add questions concerning police misconduct to the National Intimate Partner and Sexual Violence Survey.
 - 2.13.3 – DOJ promote guidelines to federal, state, and local agencies on documenting sexual harassment and misconduct by officers
- 2.14 – DOJ through COPS and Justice Programs should provide assistance and incentive funding to agencies stepping toward shared services, regional training, and consolidation.
- 2.15 – DOJ through COPS partner with International Association of Directors of Law Enforcement Standards and Training to expand National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies.

Pillar 3 – Technology and Social Media

- 3.1 – DOJ and NIJ establish standards for research and development of new technology.
 - 3.1.1 – With support of the federal government, law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with best practices.
 - 3.1.2 – new technology should address privacy concerns
 - 3.1.3 – deploy smart technology that is designed to prevent the tampering or Manipulation of evidence.
- 3.2 – Technology should be implementation with consideration to local needs and national standards.
 - 3.2.1 – encourage public engagement and collaboration, including the use of community advisory bodies, when developing policy
 - 3.2.2 – evaluation or assessment process to gauge effectiveness of new Technology, soliciting input from all levels of agency and community
 - 3.2.3 – adopt technology that will better serve people with special needs
- 3.3 – DOJ develop best practices by state legislative bodies to govern acquisitions, use, retention, and dissemination of auditory, visual, and biometric data.
 - 3.3.1 – DOJ consult with civil rights and civil liberties organizations and law enforcement agencies, concerning constitutional issues with new technologies.
 - 3.3.2 – DOJ create tool kits for effective and constitutional use of innovative technology.
 - 3.3.3 – Agencies implementing BWC should review and consider the BJA Body Worn Camera Toolkit
- 3.4 – Encouraged to update public records laws
- 3.5 – Adopt model policies and best practices for technology-based community engagement increasing public trust.
- 3.6 – Federal Government should support the development of new “less than Lethal” technology to control combative suspects.
- 3.7 – Federal Government should make the development of segregated radio spectrum and increase bandwidth by FirstNet exclusive for local, state, tribal, and federal agencies.

Pillar 4 – Community Policing and Crime Reduction

- 4.1 – Adopt policies and strategies that reinforce community engagement
 - 4.1.1 – consider adopting preferences for seeking “least harm” resolutions, such as

- diversion programs or warnings and citations in lieu of arrest for minor infractions.
- 4.2 – Community Policing should be infused throughout the culture of the organization
 - 4.2.1 – evaluate officers (performance evaluations) and their efforts to engage members of the community
 - 4.2.2 – evaluate patrol deployment practices to allow sufficient time for patrol officers to participating in problem solving and community engagement activities
 - 4.2.3 – DOJ should support research in to the factors in crime reduction as a result of non-discriminatory policing
- 4.3 – engage in multidisciplinary community team approaches for planning, implementing, and responding to crisis situations
 - 4.3.1 – DOJ collaborate with other to develop baseline models
 - 4.3.2 – Involve Peer Support Counselors as part of the multidisciplinary teams
 - 4.3.3 – evaluate efficacy of these crisis intervention teams
- 4.4 – Communities should support a culture of practice of policing that reflects the values of protections and promotion of the dignity of all, especially the most vulnerable.
 - 4.4.1 – agencies should emphasize the importance of language used and adopt policies directing officers to speak to individuals with respect.
 - 4.4.2 – develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, leaders, and businesses.
- 4.5 – work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.
 - 4.5.1 – schedule regular meetings where community members can interact with police
 - 4.5.2 – 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.
 - 4.5.3 – establish formal community/citizen advisor committees to assist in developing crime prevention strategies
 - 4.5.4 – community policing strategies that support and work in concert with economic development efforts
- 4.6 – Adopt policies and programs that address the needs of children and youth of high risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.
 - 4.6.1 – Work with schools to reform policies and procedures that push children into the juvenile justice system.
 - 4.6.2 – work with schools to encourage the creation of alternatives to students suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.
 - 4.6.3 – Work with schools to encourage the use of alternative strategies that involve youth in decisions making, such as restorative justice, youth courts, and peer interventions.
 - 4.6.4 – 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
 - 4.6.5 – work with schools to develop and monitor schools discipline policies with input and collaboration from school personnel, students, families and community members.
 - 4.6.6 - 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.
 - 4.6.7 – play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.
 - 4.6.8 – establish a memoranda of agreement for the placement of SROs that limit police involvement in student discipline.

- 4.6.9 – federal government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents
- 4.7 – 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.
 - 4.7.1 – restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police
 - 4.7.2 – develop community and school-based evidence based programs that mitigate punitive and authoritarian solutions to teen problems

Pillar 5 – Training and Education

- 5.1 – Federal Government should support the development and partnerships with training facilities across the country to promote consistent standards
 - 5.1.1 – training hubs should develop model programs that use adult-based learning and scenario based training in a less militaristic environment.
 - 5.1.2 – training hubs should establish partnerships with academic institutions
 - 5.1.3 – DOJ build a stronger relationship with IADLEST to leverage their network with state boards and commissions
- 5.2 – Agencies should engage community members in training process.
 - 5.2.1 – DOJ conduct research to develop and disseminate how law enforcement agencies and training programs can integrate community members into the training process.
- 5.3 – Agencies should provide leadership training to all personnel
 - 5.3.1 – DOJ should invest in developing learning goals and model training for each level of leadership.
 - 5.3.2 – Federal Government should encourage and support partnerships between law enforcement and academic institution to support a culture that values ongoing education to develop training, police, and best practices.
 - 5.3.3 – DOJ should support and encourage cross disciplined leadership training.
- 5.4 – DOJ develop and support partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum
- 5.5 – DOJ instruct the FBI to modify curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report.
- 5.6 – POSTs should make Crisis Intervention Training a part of both basic recruit and in-service officer training.
 - 5.6.1 – Congress should appropriate funds to help support law enforcement crisis intervention training
- 5.7 – POSTs ensure that basic officer training include lessons to improve social interaction as well as tactical skills.
- 5.8 – POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.
- 5.9 – POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.
 - 5.9.1 – agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that build trust. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships
 - 5.9.2 – implement training for officers that covers policies for interactions with the LGBTQ population.
- 5.10 – POSTs require both basic recruit and in-service training on policing in a democratic society.
- 5.11 – Agencies should encourage the incentivize higher education for law enforcement officers.

DSM Civil and Human Rights 21st Century Policing Narrative

- 5.11.1 – Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.
- 5.12 – Federal Government support research into the development of technology that enhances scenario-based training.
- 5.13 – DOJ support the development and implementation of improved field training officer programs.
 - 5.13.1 – DOJ support the development of broad field training program standards and training strategies that address changing police culture and organizational procedural issues.
 - 5.13.2 – DOJ provide funding to incentivize field training programs in accordance with the new standards.

Pillar 6 – Officer Wellness and Safety

- 6.1 – DOJ should enhance and further promote its multi-faceted officer safety and wellness Initiative
 - 6.1.1 – Congress should establish and fund a national “Blue Alert” warning system
 - 6.1.2 – DOJ in partnership with Health and Human Services, should establish a task force to study mental health issues unique to officers
 - 6.1.3 – Federal Government should support the continuing research into the efficacy of the annual mental health check for officers, as well as fitness, resilience, and nutrition
 - 6.1.4 – Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability
 - 6.1.5 – Public Safety Officer Benefits should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment or if officer death was the result of suicide attributed to a current diagnosis of duty related mental illness.
- 6.2 – Agencies should promote safety and wellness at every level.
 - 6.2.1 – Federal Government can support many of the programs and best practices identified by the DOJ initiative in 6.1
- 6.3 – DOJ encourage and assist department in the implementation of scientifically supported shift length by law enforcement.
 - 6.3.1 – DOJ fund research into limiting the total number of hours an officer should work within a 24-48 hour period
- 6.4 – all officers should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.
 - 6.4.1 – Congress should authorize funding for individual tactical first aid kits
 - 6.4.2 – Congress should reauthorize and expand the Bulletproof Vest Partnership Program
- 6.5 – DOJ expand efforts to collect and analyze data not only on officer deaths but also on injuries and near misses
- 6.6 – agencies should adopt policies that require officer to wear seat belts and bullet-proof vest and provide training to raise awareness of the consequences.
- 6.7 – Congress should develop and enact peer review error management legislation
- 6.8 – DOT should provide technical assistance opportunities for department to explore the use of vehicle equipped with vehicle collision prevention technology

Implementation

- 7.1 – President should direct all federal law enforcement agencies to review the recommendations made by the Task Force and to adopt those that can be implemented at the federal level.
- 7.2 – DOJ should explore public-private partnership opportunities, starting by convening a

meeting with local, regional, and national foundations to discuss the proposals for reform described in this report and seeking their engagement and support in advancing implementation of these recommendations.

7.3 – DOJ should charge its COPS office with assisting law enforcement field in addressing current and future challenges