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Mayor's Community Task
Force on Policing: Findings

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Pillar 1: Building Trust and Legitimacy

▪ ***Implement Procedural Justice Model of Policing***

Serves to build community trust and increase legitimacy by re-focusing on carrying out officer duties in a way that is objectively fair, consistent, transparent, reflective of understanding and community concerns, and treats citizens with dignity and respect. (Tyler, 1990)

Finding:

1. Implement Procedural Justice (PJ) training and infuse model into agency culture. Conduct independent evaluation to assess long-term effects of PJ model on target outcomes.

▪ ***Increase Transparency***

'City leaders should aim to work with law enforcement executives to promote a culture of transparency and accountability that works to build public trust with police.' (National League of Cities, 2016, p. 4)

Findings:

2. Make all policies available for public review online.
3. Regularly post data on all stops, offenses, arrests, complaints and findings, and use of force, for public review online.

Pillar 2: Policy and Oversight

▪ ***Reduce Misconduct Through Accountability***

Serves Accountability... will not just improve the quality of policing and deter police misconduct, but also increase public satisfaction with the police (Walker, 2001, p. 55).

Deterrence considerations appear to figure prominently in police misconduct decisions-- but certainty and celerity are more influential than severity on deterring police misconduct. (Pogarsky & Piquero, 2004; Harris & Worden, 2014)

Findings:

4. Implement body worn cameras (BWCs) agency-wide, with clear policies on use. Include clear policy on camera use (i.e. turning on/off) and sharing of footage with the public. Institute random reviews of BWC footage. Study long-term effects of BWC on outcomes through an independent evaluation.

5. Update use of force policy to clearly articulate appropriate responsive force, and attempts to de-escalate, when possible.
- ***Prevent Problematic Officers***

'It has become a truism among police chiefs that 10% of their officers cause 90% of the problems.' (Walker, Alpert, & Kenny, 2001)

Findings:

 6. Expand Early Intervention Program. Add additional performance data to EIP (use of force, citizen complaints, disproportionate stops/arrests of minority citizens, misconduct, etc.), and expand reference period to prior 2 years.
 7. No hiring officers with a history of misconduct.

Pillar 3: Technology and Social Media

- ***Increase Accessibility, Authenticity, and Communication***

Three quarters of respondents across six countries (U.S., Canada, U.K., the Netherlands, Germany and Spain) would like to see 'police use more digital channels to bridge the communications gap and increase citizen involvement in policing.' (Accenture, 2012)

Findings:

 8. Enhance social media use to inform, interact, connect, and alert the community. Communicate major incidents and (+ BWC footage) immediately, fully, and neutrally with the public. Dialogic (two-way/ interactive) communication with citizens.

Pillar 4: Community Policing and Crime Reduction

- ***(Re)Institute Community Policing Model***

The community policing model 'compels officers to be more empathetic, compassionate, and tolerant than in traditional policing models...to act as though every contact is an opportunity to positively engage with a community resident... build relationships... and to involve the community in a partnership to address issues of crime and disorder. (U.S. Department of Justice, Office of Community Oriented Policing 2019)

Focus on building collective efficacy... rather than using law enforcement as the primary crime fighting strategy. (Lum et al., 2016, p. 8)

Findings:

9. Increase non-enforcement interaction between officers and the community (e.g. 'Cops out of Cars' – Officers building relationships in the community, foot/bicycle patrol, see Police Foundation, 2016; Ratcliffe et al., 2011).
 10. Change evaluation metrics to emphasize/reward actions supportive of community policing (e.g. add community contacts to activity logs, etc.).
 11. Document in policy a philosophy of police restraint, whenever possible, and a philosophy of ensuring protestors can safely and legally express their First Amendment rights. Amend policy on crowd management to clearly address the appropriate response to different types of events (i.e., protests, criminal activity, riots, individuals committing property damage, violence against others). For any crowd management event, supervisors will complete an after-action report to the Chief of Police to ensure policy was followed. No knock warrants only used when clearly stated exigent circumstances exist and must be approved by the Chief of Police.
 12. Incentivize hires from the community (e.g., scholarships, sponsored academy) to increase diversity and improve community relations.
- ***Turn Relationship-Building into a Policing Philosophy***

Frequent, widely available, and ingrained community programs to increase positive, non-enforcement related, interactions among police and community members, particularly in highly policed areas and schools. (Lum et al., 2016)

Findings:

13. Enhance police-community interaction and understanding (e.g., Police Athletic Leagues, Jr Police Academies, Students Talking It Over with Police, Beyond the Badge; "Listening events" - Front Porch roll call, Saturday Barber Shop visits, community cook outs; Explore alternatives to arrest programs (e.g., expand use of citations in lieu of arrest, Law Enforcement Assisted Diversion program); 'Reverse ride alongs'- officers spending the day with community members).
14. Increase opportunities for Citizens Academy and ride-along program.

Pillar 5: Training and Education

- ***Implement Effective, High-Quality, Evidence-Based Training***

Evidence-Based Practice: the idea that practices ought to be based on scientific evidence (e.g. vaccines). Evidence-Based Policing: Police practice will be far more effective if tactics, training, policies supported by empirical evidence are utilized (Sherman, 1998)

Findings:

15. Implement use of force/de-escalation (DE) training and add DE items to all reports. PERF's Integrating Communications, Assessment, and Tactics (ICAT) DE training found to reduce officer use of force and complaints against officers (see Isaza et al., 2019; Engel et al., forthcoming). Require de-escalation in TPD Standard Operating Procedures. Track data on DE tactic use, re-enforce importance post-training. Conduct follow-up study (RCT) on the effects of DE model on use of force, citizen complaints, etc.
16. Re-enforce trainings through internal and external culture (e.g., Ensure training is demonstrated consistently in officer actions, Reward, promote, and incentivize officers acting on training, community-oriented policing, etc.).

Funding/Resources for Police

- ***Implement Co-Response Model for Mental Health/Social Welfare Calls***

With deinstitutionalization and the influx into the community of persons with severe mental illness, the police have become frontline professionals who manage these persons when they are in crisis. (Lamb et al., 2014)

Following the closing of state mental health hospitals, persons with serious mental illness without adequate private care are 3 times more likely to be housed in a jail or prison than in a hospital. (Taheri, 2016)

Findings:

17. Hire trained mental health experts and social workers to co-respond to mental health-related or social welfare calls.